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FINAL REPORT

CONTRACT No. 07-6-09122-1

JANUARY 1971

A COMPREHENSIVE MANPOWER PLAN

ECONOMIC DEVELOPMENT ADMINISTRATION

**TECHNICAL
ASSISTANCE
PROJECT**

U.S. DEPARTMENT OF COMMERCE



SAN DIEGO MAYOR'S COMMITTEE FOR JOBS, INC., SAN DIEGO, CALIF.

✓ECONOMIC DEVELOPMENT ADMINISTRATION
U.S. DEPARTMENT OF COMMERCE

FINAL REPORT
Contract No. 07-6-09122-1

Submitted by:

✓SAN DIEGO MAYOR'S COMMITTEE FOR JOBS, INC.

✓MANPOWER DEVELOPMENT OFFICE

SAN DIEGO, CALIFORNIA

"This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the Contractor and do not necessarily reflect the views of the Economic Development Administration."

Report prepared by:

MITEC CORPORATION
A Manpower Consulting
Organization

FOREWORD

After concluding an eighteen month study project with the Economic Development Administration, United States Department of Commerce to inventory, catalogue, and evaluate various agencies in San Diego County that deal with the sundry aspects of hardcore unemployment, the San Diego Mayor's Committee for Jobs Inc., applied for and received a twelve month technical assistance grant continuation. This follow-on grant was designed to develop a "Comprehensive Manpower Plan" for the San Diego area, including recommendations for its implementation, which could be used as a demonstration model for other cities. The scope of the project also included requirements to assess the characteristics of the hardcore unemployed in the San Diego area in order to set goals regarding manpower services needs; to develop cooperative working agreements with existing manpower services agencies in order to coordinate their activities; and to effect needed changes in the service delivery systems.

Upon award of the technical assistance grant, the Manpower Development Office of the Mayor's Committee caused to be designed a fourteen point "Work Plan Schedule" which was approved by EDA as an acceptable approach to the development of a comprehensive manpower plan. A copy of the Work Plan Schedule is included in Chapter V of this report. Quarterly memorandum progress reports were prepared by the MDO staff for submission to EDA, thus assuring that EDA personnel were informed as to the progress of the project.

Although some limitations were necessary primarily because of time, the project has been carried out substantially as prescribed in the original proposal. It should be recognized that this report should serve as a basis for continued study and evaluation of any follow-on program implementation. As a first comprehensive overview of manpower coordination efforts in the San Diego area, it is a valuable resource document.

As is usually the case in projects of this nature, many valuable by-products were derived. The professional growth of staff members who participated in the study and the development of productive and cooperative working relationships with other participating persons and agencies are only a few to be mentioned.

Perhaps the most important single concept threading throughout this report is the need for continued coordination

and cooperation between State and local agencies, Employers, and City Offices. If this concept is accepted and fostered, there is little doubt that the city of San Diego can, in fact, assume an outstanding leadership role in comprehensive manpower planning and implementation.

The results of this study are submitted herewith by the board of directors of the San Diego Mayor's Committee for Jobs, Inc., and the director of the Manpower Development Office, who assume full responsibility for the content and recommendations contained in this report.

Joseph J. Fisch, Chairman
Mayor's Committee for Jobs, Inc.



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INTRODUCTION

This manpower coordination study was devised as a pragmatic overview and analysis of the manpower needs in the city of San Diego, California, with a view toward the design of a comprehensive plan to create a single-source delivery system of services that would meet the needs of employers and prospective employees alike. The guidelines for the project were based upon a fourteen point plan, approved by the Economic Development Administration, United States Department of Commerce, and were designed to develop and mount a demonstration model of a workable "Comprehensive Manpower Plan." The philosophical issues of manpower planning were minimized and the practical aspects of matching people, job opportunities, and needs were stressed. Over and above the employment requirements of individuals the basic support services needed and available were 'packaged' into the total program concept.

With the preceding as a background a brief description of the sections contained in this report should be helpful to the interested reader. Section I of this report deals with the analysis of the manpower situation in San Diego, California. All related factors were studied in order to provide a basis for the "Comprehensive Manpower Plan" concept.

Section II is devoted to the design of manpower coordination efforts and encompasses the first nine points of the fourteen point "Work Plan Schedule." Detailed descriptions of systems, diagrams, and design concepts employed in the development of the program are discussed in this section.

Evaluation and testing of the design concept is the objective of Section III. Organizational structures, operating procedures, personnel selection criteria, and results of the demonstration model are all thoroughly elaborated upon. Frank and candid reporting of the practical aspects and problems encountered in the demonstration model is evidenced in the approach taken in this part of the report.

Considerable effort was applied to suggesting the alternate and improved ideas in Section IV of this report. These selected alternatives are intended only as guides for the development of future manpower plans and as such, are based upon previous trial and error experiences that need not be repeated in continued and related research. The appended items contained in this section should be particularly helpful to other cities and again, are not intended to be inflexible in their design or application.

ACKNOWLEDGEMENTS

Many persons, governmental agencies, and other organizations contributed either directly or indirectly to the conduct of this study and the preparation of the final report.

Special recognition is accorded to Dr. Peggy Hawley, Associate Professor, School of Counselor Education at San Diego State College, for her valuable assistance in the coordination and development of this study. Her work was particularly outstanding in the design and implementation of the attitudinal survey to assess the characteristics of the unemployed persons studied in this project. Dr. Hawley was also instrumental in the design of the outreach and intake processes demonstrated in this program; as well as being responsible for the selecting of the personnel utilized in the demonstration phase of the program.

Mr. William Simon, Director of the Data Processing Department, City of San Diego, and his staff members, Mrs. Vesela Tormo and Mr. Howard Otterholt, were of invaluable assistance in the development and operation of the Job and Skills Bank computerized data processing program. Mrs. Tormo was especially helpful in the selection of material and the writing of the data processing section of the report. Her assistance in the converting of input forms to computerized language, adaptable for key-punching, was a key factor in permitting a one-time entry on each of the forms that relieved the Central Office of unnecessary copying and duplication.

Sincere appreciation is offered to Mr. Gene Hall, a recent graduate of the School of Counselor Education at San Diego State College, for developing and field testing with employers the Job Opening form used in this study to gather data concerning employment opportunities.

Many agencies and organizations, both public and private, aided in the development of this study. Among them were the Office of Mayor Frank Curran; the Port Authority of San Diego; State of California Human Resources Department; San Diego Service Center; Access (a community action agency); and many other welfare and service agencies as well as local industries and employers.

Our many thanks for the contributions and assistance provided by these persons and organizations, without which, our project could not have been successful.

Sincerely,

The Board of Directors
Mayors Committee for Jobs, Inc.

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SECTION I - ANALYSIS OF THE MANPOWER SITUATION IN SAN DIEGO, CALIFORNIA

CHAPTER I PRELIMINARY STUDIES RELATED TO PLAN DEVELOPMENT

INTRODUCTION

In summary, the preliminary studies conducted in the first eighteen months of this grant were committed to determining how utilization of existing manpower agencies, organizations, and programs could be molded into a basic structure relevant to the needs of the unemployed. Among the types of agencies selected were local community action groups; City and State service agencies; private profit and non-profit groups; welfare and other support organizations; training programs and agencies; and local and state educational programs. The map on the following page displays the types and geographical location of selected agencies. The magnitude of such an effort was far reaching and produced as many problem as it solved. However, careful planning and diligent concentration on the specific 'why it is necessary' and 'how it can be accomplished' supplied the necessary stamina to carry the project forward.

PRELIMINARY STUDY

The primary objective of the preliminary study was to develop sufficient data from source agencies to inventory, catalogue, and evaluate the agency's services that could be related to "hardcore unemployment."

The collection of data, by means of a questionnaire originally mailed to source agencies produced the results as indicated in the chart entitled "Manpower Services Questionnaire" contained on the following pages. The results produced by the mailed questionnaire were generally unsatisfactory and because of the poor results, it was necessary to solicit this information by direct contact with source agency personnel; from which was then developed the information contained in the "Supplementary Questionnaire" chart on page 3.

This more complete information about these agencies, their structure, funding sources and services, provided additional data which was further refined into two charts "Funding and Local Organizational Relationships" and Administrative Offices, Commissions, Councils and Committees" also illustrated on pages 5 & 6.

Further study of these refinements resulted in the preliminary "Coordinated Manpower Services Concept for the Disadvantaged" employing the 'full-circle' philosophy.

MANPOWER SERVICES QUESTIONNAIRE

AGENCY OR PROGRAM	DIRECTOR & NUMBER OF EMPLOYEES	PARTN. AGENCY & OUTREACH OFFICE	TARGET AREA	FUNDING AGENCY & AMOUNT	SERVICES										OUTREACH					RECRUITMENT									
					OUTREACH	RECRUITMENT	COUNSELING	TRAINING	TRAINING REFERRALS	PLACEMENT	SKILLS BASE	JOB DEVELOPMENT	OTHER	NEWS PAPER	TELEPHONE	PERSONAL CONTACT	ADVERTISING	LOCAL CLUBS	REFERRALS	OTHER	REFERRALS	FLYERS	CONVASSING	CHURCH	SOCIAL CLUB	WED. SCH.	TELL. ME.	THOR	
JOB NOW	Mrs. P. Fields (6)	KOC (none)	50 "hard-core" Adults City	DEO \$155,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	SSC			
"EAC Starter	Jessie - Ibritten (9)	KOC (none)	100 un/under-employed adult heads of family S. E. San Diego	DEO \$335,107	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
YOUTH ORGANIZATION	Miss Ruby Hubert (34)	KOC (6)	Un/under-employed S. E. San Diego	DEO/UCS \$287,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NHA				
NEIGHBORHOOD YOUTH TRAINING	Robert Richards (4)	KOC (none)	55 disadvantaged Adults City	DEO \$350,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	WORD OF MOUTH				
MEXICAN-AMERICAN CIVIL RIGHTS COMMITTEE	Larry Montoya (21)	KOC (5)	Un/under-employed Mexican-American County	DEO \$187,437	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
PAVILION	C. Thomas (3)	KOC (5)	Disadvantaged County S. E. San Diego	DEO \$248,465	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
IMMIGRANT ECONOMIC ASSISTANCE	John Billings (20)	KOC (none)	All poverty South Bay	DEO \$127,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
COMMUNITY DEVELOPMENT, INC.	R. R. Rutledge (15)	Mayor's Comm. for Jobs (1)	950 un/under-employed (incl. 150 Mex-Amer.) County	FEDERAL LABOR (MDTA) \$483,031	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
COMMUNITY DEVELOPMENT, INC.	Leon Williams (3)	San Diego Urban League (none)	Minorities Community	UCS \$67,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
NEIGHBORHOOD YOUTH CORPS	Leon Williams (22)	Neighborhood Youth Corps (none)	School drop-outs (14-22) Region	FED (LABOR) \$645,000 (In School) \$570,000 (Out of School)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	WORD OF MOUTH (2000)				
NEIGHBORHOOD YOUTH CORPS PROGRAM	Leon Williams (summer)	Neighborhood Youth Corps (none)	Disadvantaged Youth ineligible for NYC City	CITY \$98,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
DEPARTMENT OF PUBLIC WELFARE	Charles Keyser (14)	Department of Public Welfare (none)	450 Welfare recipients County	FED (Title V) \$369,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
DEPARTMENT OF VOCATIONAL REHABILITATION	Andrew D. Arnold (49)	State REV (3)	Disabled Region	FEDERAL AND STATE \$650,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
DIVISION OF APPOINTMENT STANDARDS	Louis Henderson (none)	State (none)	COUNTY	STATE **	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
TECHNICAL ASSISTANCE FOR EMERGENCY VERTICAL TRAINING	Leon Hower (none)	None (none)	Un/under-employed County	NONE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
COMMUNITY DEVELOPMENT (NEWLY - NEW)	Max Hernandez (100)	State Dept. of Education (none)	Mexican-Americans Community	Department of Labor \$306,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
BOILER JOB THROUGH TRAINING	Joe L. McGuire (100)	Phisco-Ford (none)	301 "hard-core" unemployed Region	FEDERAL LABOR \$1,400,000 (2 yrs.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
WELFARE INCENTIVE (WIN)	J. Shelton (100)	COF (none)	ELIGIBLE WELFARE RECIPIENTS COUNTY	FEDERAL AND STATE \$304,000 **	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
DEPARTMENT OF EMPLOYMENT	William Graham (100)	COF (none)	Un/under-employed County	FEDERAL AND STATE \$1,300,000 **	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
CALIFORNIA STATE SERVICE CENTER	John Calderas (100)	COE (none)	All Region	FEDERAL AND STATE **	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
YOUTH OPPORTUNITY CENTER	Eldon Rowe (100)	COE (none)	Unemployed youths (16-22) Region	FEDERAL LABOR **	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	SEE DEPARTMENT				

PREPARED BY: Mayor's Committee for Jobs Inc.
Manpower Development Office

SUPPLEMENTARY QUESTIONNAIRE

CONTACT AGENCIES	JOB NOW	"TAC" STARTER	NEIGHBORHOOD HOUSE ASSOCIATION	NEIGHBORHOOD LEADERSHIP TRAINING	MEXICAN-AMERICAN ADVISORY COMMITTEE ON POVERTY	PROJECT ACCESS	IMPERIAL BEACH ECONOMIC CENTER	SAN DIEGO MAYORS' COMMITTEE FOR JOBS	SAN DIEGO URBAN LEAGUE	NEIGHBORHOOD YOUTH CORPS	DEPARTMENT OF PUBLIC WELFARE	DEPARTMENT OF VOCATIONAL REHABILITATION	DEPARTMENT OF EMPLOYMENT	CALIFORNIA STATE SERVICE CENTER
QUESTIONNAIRE														
WHAT PERCENT OF YOUR TOTAL EFFORT (FUNDING) DOES EMPLOYMENT SERVICE REPRESENT?	100	100	20	100	25	33	100	100	50			100	100	
CURRENT FILE OF APPLICANTS		3000	1500	163	1368	950	885		350		1600	2000		
WHAT IS THE AVERAGE NUMBER OF PEOPLE PER DAY SEEKING HELP FROM YOUR AGENCY?	4	15	30	15	75	16	40		18			18		
WHAT PERCENT HAVE CONTACTED OTHER AGENCIES?			50	100		50	90		75			100		
WHAT PERCENT DO YOU REFER TO OTHER AGENCIES?	99	30	50	99	75	20	10		0		100	82		
WHAT ARE YOUR GENERAL CRITERIA FOR SCREENING APPLICANTS FOR YOUR PROGRAM?	OEO GUIDELINES	OEO GUIDELINES	NO LIMITS	OEO GUIDELINES	OEO GUIDELINES	NO LIMITS	OEO GUIDELINES		NO LIMITS		WELFARE RECIPIENTS	DISABLED WITH JOB HANDICAP AND POTENTIAL	NO LIMITS	
HOW MANY APPLICANTS ARE YOU CURRENTLY AUTHORIZED (OR FUNDED) TO HANDLE UNDER YOUR PROGRAM?	40 ADULT 76 YOUTH	50	30		20 +									
HOW MANY ARE CURRENTLY ENROLLED?	116	43	30		20 +							1,236		
HOW MANY APPLICANTS ARE THERE IN YOUR FILES THAT YOU COULD DO SOME THING FOR IF YOU HAD FUNDS (OR JOB OPENINGS)?	NONE	500	4,000	163		950	300		350			1,500		
OVER HOW LONG A PERIOD WERE THESE FILES DEVELOPED?		18 MOS	2 YEARS	3 MOS	2 YEARS	14 MOS	2 YEARS		3 YEARS			CONT. OPERATION		
WHAT PERCENT OF THESE APPLICANTS ARE IN NEED OF HELP NOW (TODAY)?		90		100	100	55	100		75			100		
AVERAGE NUMBER OF JOB APPLICANTS YOU PLACE PER MONTH	8-10	6	75	10	100	60-75	35		30-40			42		
PERCENT OF JOBS THAT ARE PERMANENT?	100	100	5	90	45	39	45		70			100		
WHAT PERCENT ARE PLACED IN JOBS DEVELOPED BY YOU?	100	90	20	0	20	95	95		50			25		
WHAT PERCENT OF YOUR ENROLLEES DO YOU PLACE? (INCLUDE THOSE PLACED PRIOR TO COMPLETION OF PROGRAM)	100	65	20	50		90						25		
ARRANGE INSTITUTIONAL TRAINING?	✓	✓	✓	35	508	INCL CIVIL SERVICE TRAINING	96	245	✓	✓	700	✓	1376	173
ON SITE TRAINING?	NONE	NONE	YES	NO	YES	YES	YES	NONE	NONE	NONE		NONE		
ESTIMATE OF UNEMPLOYABLE (PERCENT)	20	10-15	15	25	12-15		10		15			18		

The development of the questionnaires and the organizing of the data became an overwhelming, time consuming, and unmanagable task to coordinate and operate as a manual system. Recognizing this tremendous disadvantage, it soon became apparent that by using computerized assistance, much of the manual drudgery could be eliminated. It was with this thought in mind that the concept for matching jobs and people by computer was fostered; resulting in the development of the process illustrated in the chart "Concepts for Matching Jobs and People."

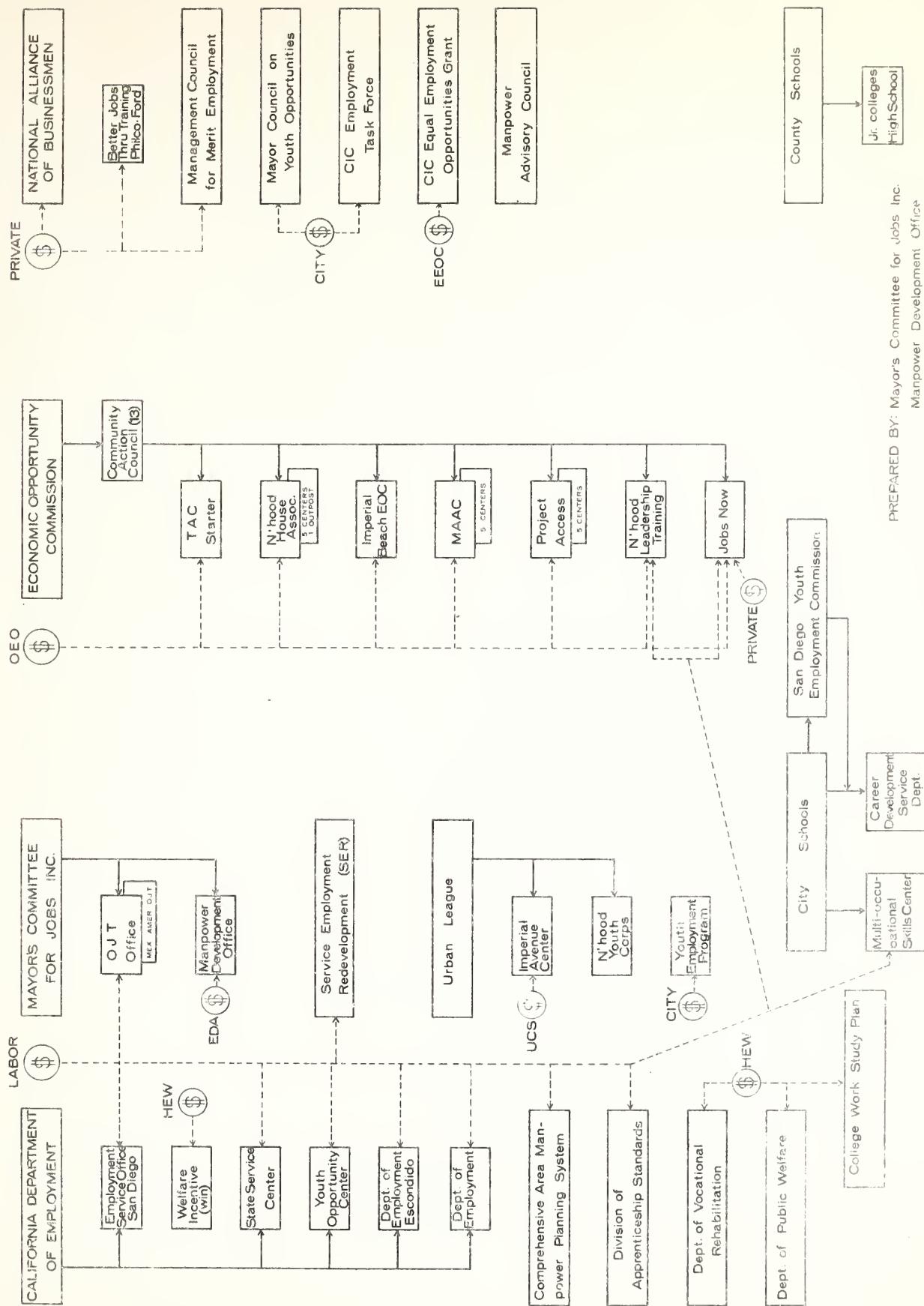
The computer matching and coordinated manpower services concept became the basis for the design and development of the "Comprehensive Manpower Plan" described in the following chapters.

Other studies were conducted in the San Diego area to research the requirements and needs of the "hardcore unemployed." The results of these studies indicate that the unskilled; poorly educated; those with little or no work experience; members of minority groups; youth under age 22; those in need of child care assistance; and heads of households in 'poverty' areas, are the persons most in need of manpower services. The studies also conclude that persons with these characteristics tend to be concentrated in neighborhood poverty 'pockets.'

SUMMARY

Information gathered as a result of these preliminary studies points toward the necessity for developing a systematic approach that will adequately respond to the needs of the unemployed in San Diego.

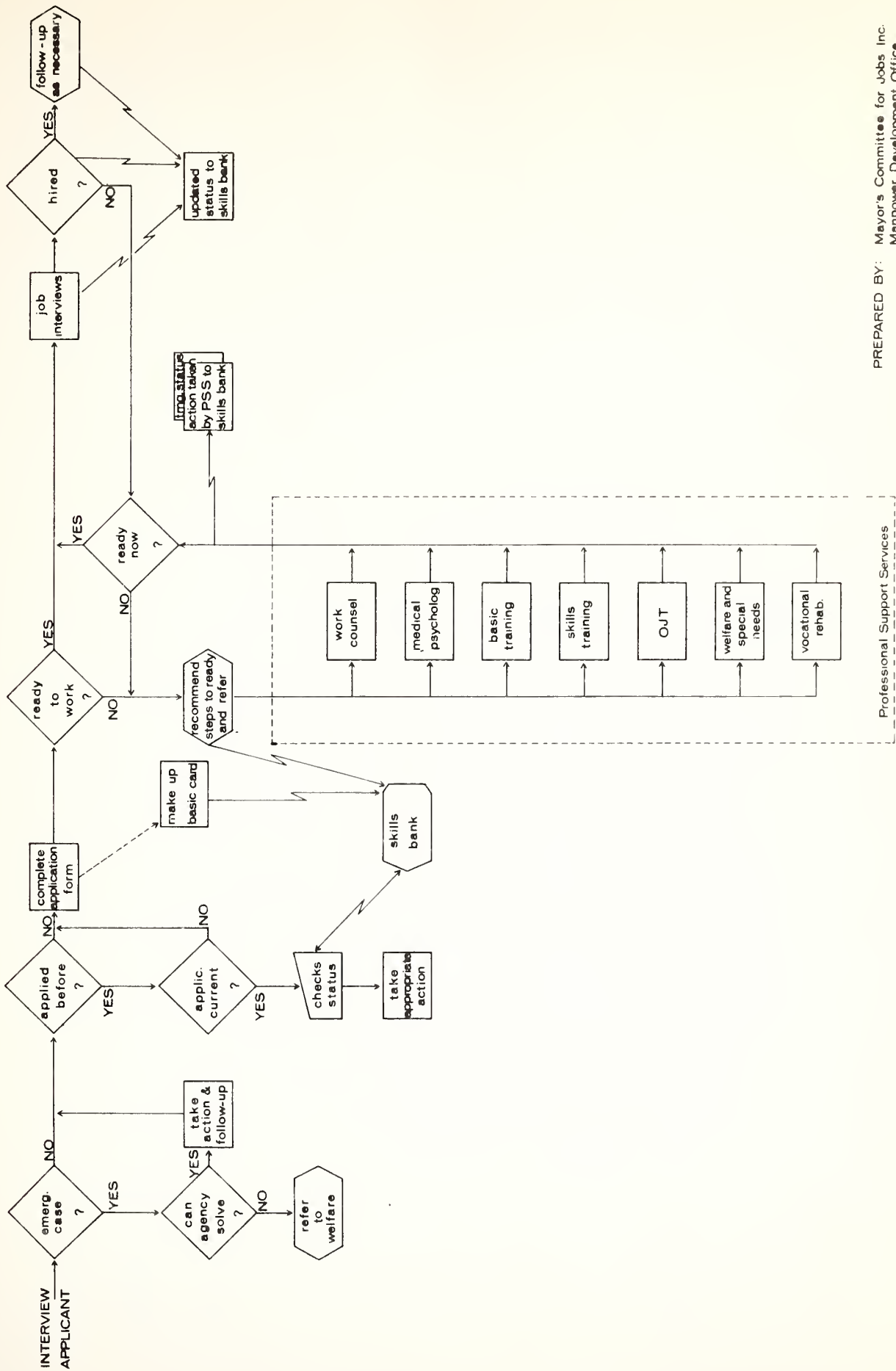
These studies have also highlighted that recruitment is performed by certain specified agencies; assessment and counseling by other designated agencies; work experience opportunities by different agencies; basic remedial education and vocational training by still other agencies; supportive social services, job placement, job development and other job related services are provided by a host of non-connected and un-coordinated groups of agencies, indicating that there was no continuously coordinated or systematized dispensing of the needed manpower service. In short, these services when rendered, were dispensed haphazardly rather than through careful planning; and since there was no total approach, there was no operative comprehensive manpower plan for the city of San Diego.



ADMINISTRATIVE OFFICES, COMMISSIONS, COUNCILS, COMMITTEES, ETC.

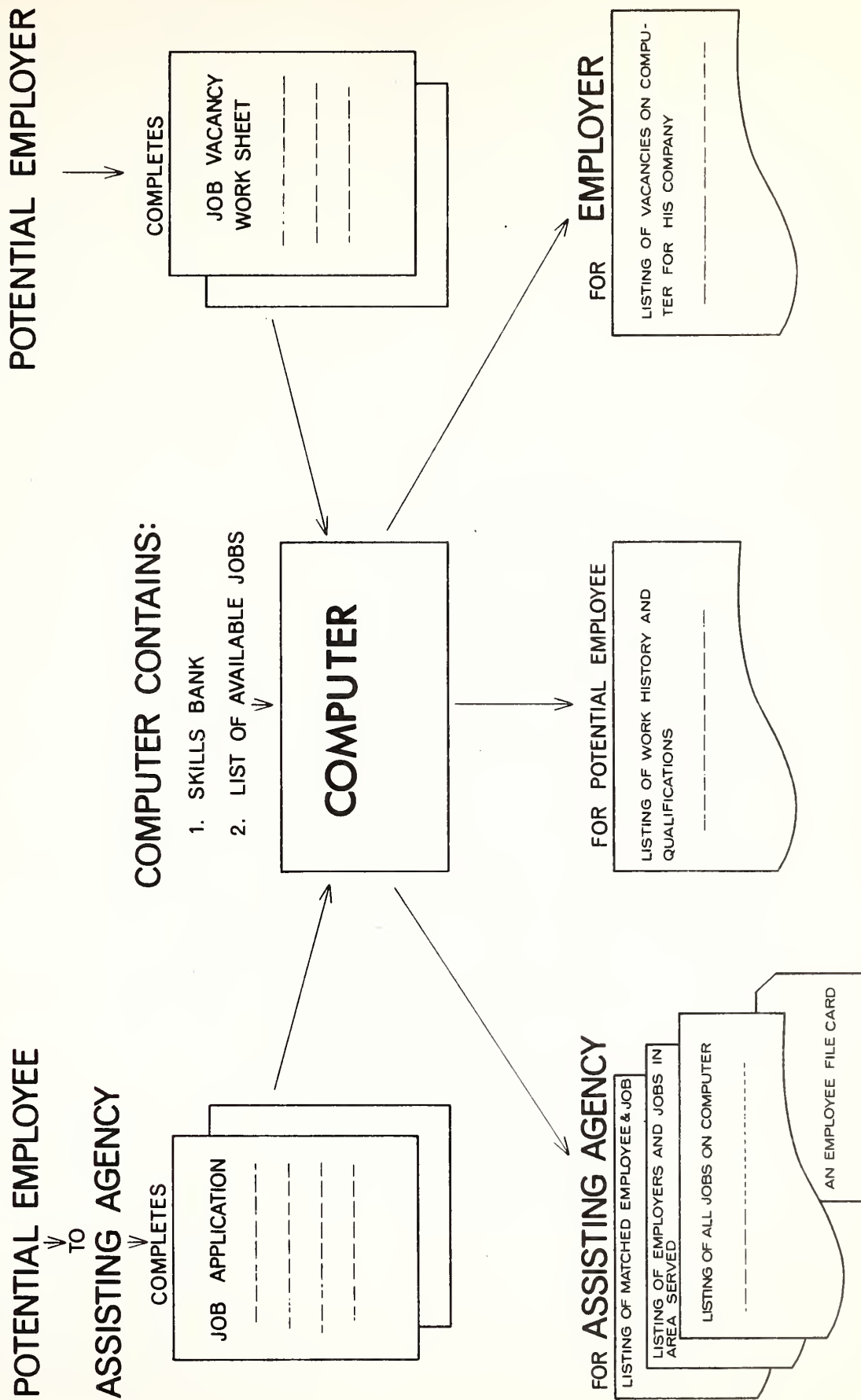
ORGANIZATION	DIRECTOR	FUNDED BY	PURPOSE OR OBJECTIVE
CALIFORNIA DEPARTMENT OF EMPLOYMENT DIVISION OF PUBLIC EMPLOYMENT OFFICES	WILLIAM GRESHAM DISTRICT SUPERVISOR	FEDERAL STATE	SUPERVISE EMPLOYMENT SERVICES FOR ESCROW, OCEANSIDE, SAN DIEGO EMPLOYMENT SERVICE OFFICE, YOUTH OPPORTUNITY CENTER, AND EMPLOYMENT SERVICE COMPONENT OF STATE SERVICE CENTER.
CITIZENS' INTERRACIAL COMMITTEE EMPLOYMENT TASK FORCE	GAROL WAYMON	CITY	COMMUNICATIONS AND COORDINATION OF MEMBER AGENCIES.
COOPERATIVE AREA MANPOWER PLANNING SYSTEMS (CAMPS)	ROBERT SHELTON EXEC. SECRETARY	FEDERAL STATE	COOPERATIVE PLANNING AND EXECUTION OF MANPOWER TRAINING AND SUPPORTIVE MANPOWER SERVICE PROGRAMS IN SAN DIEGO COUNTY.
ECONOMIC OPPORTUNITY COMMISSION SAN DIEGO COUNTY, INCORPORATED	CLARENCE WILLIAMS	FEDERAL LOCAL	ADMINISTER ALL DEO (POVERTY) PROGRAMS IN SAN DIEGO COUNTY.
MANPOWER ADVISORY COUNCIL	HENRY HODGE	NONE	COMMUNICATIONS AND COORDINATION OF EFFORTS OF MEMBER AGENCIES.
MAYOR'S COMMITTEE FOR JOBS, INC. MANPOWER DEVELOPMENT OFFICE	JOE D. CASILLAS	FEDERAL (EDA)	DEVELOP PILOT PROGRAM (DEMONSTRATION PROJECT) FOR COORDINATION OF MANPOWER AGENCIES.
MAYOR'S COUNCIL ON YOUTH OPPORTUNITIES	HENRY HODGE	FEDERAL (EDA)	PROVIDE FULL OPPORTUNITIES TO YOUTH - SUBCOMMITTEES DEVOTED TO EMPLOYMENT, RECREATION AND EDUCATION - COORDINATE EFFORTS OF OTHER AGENCIES UNDER MCLOYD SPONSORSHIP.
NATIONAL ALLIANCE OF BUSINESSMEN	HUGH WOOD	FEDERAL PRIVATE	DEVELOP JOBS IN PRIVATE INDUSTRY FOR HARD - CORE, DISADVANTAGED UNEMPLOYED AND IMPLEMENT TRAINING PROGRAMS.
SAN DIEGO URBAN COALITION	CLINTON MCKINNON CHAIRMAN	PRIVATE	STUDY URBAN PROBLEMS AND PRESENT EFFORTS TO RESOLVE THEM WITH PARTICULAR ATTENTION GIVEN TO IDENTIFYING GAPS AND MOBILIZING AND COORDINATING COMMUNITY RESOURCES TO FILL THOSE GAPS.
SAN DIEGO URBAN LEAGUE	JOHN JOHNSON	UNITED COMMUNITY SERVICES	PROMOTE EQUAL EMPLOYMENT OPPORTUNITIES INCLUDING TRAINING AND PLACEMENT.
SAN DIEGO YOUTH EMPLOYMENT COMMISSION	ROBERT MENKE	SAN DIEGO UNIFIED SCHOOL DISTRICT	PROMOTE JOB AND CAREER OPPORTUNITIES FOR IN - SCHOOL YOUTH ADVISORY GROUP FOR CITY SCHOOLS CAREER DEVELOPMENT SERVICES DEPARTMENT.

PREPARED BY: SAN DIEGO MAYOR'S COMMITTEE FOR JOBS, INC.,
MANPOWER DEVELOPMENT OFFICE



PREPARED BY: Mayor's Committee for Jobs Inc.
Manpower Development Office

CONCEPT FOR MATCHING JOBS & PEOPLE



SECTION I - ANALYSIS OF THE MANPOWER SITUATION IN SAN DIEGO, CALIFORNIA

CHAPTER II CHARACTERISTICS OF THE UNEMPLOYED IN THE SAN DIEGO AREA

INTRODUCTION

In order to determine what a profile of this "hardcore" person looks like a questionnaire, Appendix B, was developed so that the answers could be key-punched for data processing. Each participating agency was given twenty-five (25) random numbers with which to pull "client" applications from current files. Several programs were written and with the assistance of the City's Electronic Data Processing Center, one print-out developed a "profile" by geographical area; another by specific agencies; and still another by social security number. The following chart compares a county-wide profile with Southeast San Diego, an area of concentrated "hardcore" unemployed.

DEMOGRAPHIC DIFFERENCES

From the profile of the "hardcore" unemployed certain demographic differences occur repeatedly between high density and low density poverty areas. Considering the County (Southeast figures not included) statistics as being low density and Southeast statistics as being high density, we find that the high density poverty areas show significantly greater percentages of persons on welfare; however, those same persons receive only equal or even slightly less support dollars. Arrest records and convictions are also considerably higher in the more dense poverty area of Southeast.

Conversely, we find that in the low density population of the county's poverty groups a greater percentage of persons are receiving unemployment and disability benefits than are the residents of the ghetto area.

County residents' average monthly income also outstrips Southeast income by almost 2 to 1. We further find that although Southeast residents have received a higher percentage of MDTA or OJT training, they are rated as needing still more training support than their "country cousins."

SUMMARY

As expected, the results of the development of a "profile of the hardcore unemployed" has given us statistical data to support our contention that high density poverty

PROFILE OF AN UNEMPLOYED PERSON

CODE	DEFINITION	COUNTY			SOUTHEAST		
		Men -	Women -	Average	Men -	Women -	Average
%	% men, women (overall - 100)	42	58	---	31	69	---
AGE	Average	32	31	31	31	29	30
VET	% veterans	17	0	7	13	0	4
NE	% ethnic grouping (Negro)	14	14	14	50	58	56
MA	% ethnic grouping (Mex.-Am.)	37	40	39	33	8	17
FE	% ethnic grouping (Filipino)	5	4	5	17	0	6
CA	% ethnic grouping (Caucasian)	39	37	38	0	25	17
OT	% ethnic grouping (Other)	6	4	5	0	8	6
HOH	% head of household	63	38	49	87	76	79
BA	% <u>women</u> with children under 5 (men and overall not applicable)	---	26	---	---	48	---
DP	Average number of dependents	2	1	2	4	2	2
ED	Average years education	10	10	10	10	11	11
WLF	% receiving welfare	19	15	16	40	42	42
AMT	Average amount of welfare	234	172	185	224	166	186
UDI	% receiving SUDI	12	4	8	7	3	4
AMT	Average amount of SUDI	240	0	240	240	0	240
SUP	% <u>women</u> receiving child support (men and overall not applicable)	---	3	---	---	6	---
AMT	Average amount child support	---	47	---	---	44	---
SOS	% receiving social security	1	1	1	0	3	2
AMT	Average amount of social security	78	239	131	0	239	239
WK	% working now	26	15	20	0	9	6
AMT	Average total monthly income	217	171	191	130	133	132
DIS	% stating disability	20	4	11	7	0	2
EL	% requiring ESL training	16	14	15	20	0	6
BI	% requiring institutional training	47	33	39	47	52	50
JT	% requiring OJT	35	36	35	60	58	58
PR	% with previous MDTA or OJT	7	8	8	13	12	13
SK	% claiming skill						
UN	Average months unemployed	13	16	15	12	22	18
CAR	% own car	59	46	52	47	27	33
LI	% that have license but no car	63	42	51	33	18	23
CIT	% citizens of U. S.	74	76	75	73	91	85
EX	Average years experience	6	5	5	4	2	3
AR	% with record of arrest	9	2	5	33	6	15
MI	% convicted of misdemeanor	6	1	3	27	6	13
FE	% convicted of felony	2	0	1	7	0	2

Total Number Of Records Processed:

SUB: 48

FINAL: 386

groups generally require more support in all areas than the same level of poverty groups residing outside the ghetto.

From the study results we can also make adequate decisions and determinations of where our greatest emphasis should be placed to provide support services for "clientele." Further, by studying these statistics, it stands that we must develop a better knowledge and understanding of the client we are serving.

SECTION I - ANALYSIS OF THE MANPOWER SITUATION IN SAN DIEGO, CALIFORNIA

CHAPTER III ANCILLARY AND SUPPORT SERVICES UTILIZED

The study of the characteristics of the "hardcore" unemployed as discussed in the previous chapter indicates an obvious need to identify and compile a list of available service agencies that provide necessary supportive services within the San Diego area. An additional benefit obtained by developing this list of service agencies is the updating of previous listings of available service agencies. Since some of the agencies listed during the first 18 month study were no longer functioning, the development of this new list pointed out that, a plan for constant and continuous review and updating is indicated.

It is also necessary to provide counselors with a complete listing of service agencies to support their client needs as required by system design.

In order to develop a broad listing of supportive agencies and to receive agency response to participation in the plan, a conference entitled "New Trends in Manpower - Seminar" was conducted by the Mayor's Committee for Jobs, Inc. and MDO staff, explaining the purposes and intent of the "Comprehensive Manpower Plan" to coordinate the dispensing of services in an efficient and orderly manner thereby reducing duplication of services required as well as total effort expended.

The conference schedule and introductory remarks given by invited dignitaries are contained in Appendix E for information purposes.

A directory listing of the support service agencies available in the San Diego area is contained on the following pages.

DIRECTORY
OF
MANPOWER SERVICES
ORGANIZATIONS
OF
SAN DIEGO COUNTY

Prepared by:

Manpower Development Office
of the San Diego Mayor's
Committee for Jobs, Inc.
5433 Linda Vista Road
San Diego, California 92110

8/26/69

ADMINISTRATIVE OFFICE**FUNDED BY****DIRECTOR**

Automotive Consortium
835 Twelfth Street - Room 208
San Diego, California 92101

Labor (MDTA)

Ray Sherer
234-3591

Train hardcore disadvantaged to
become automotive mechanics.
Training - one year on-the-job;
300 training slots.

California Department of
Employment - Division of
Public Employment Offices
1354 Front Street
San Diego, California 92101

Federal, State

William Gresham
Dist. Supervisor
234-4341 ext. 495

Supervise employment services
for Escondido, Oceanside, SD
Employment Service Office,
YOC, and Employment Service
component of SSC.

California Employment
Service Office
1354 Front Street
San Diego, California 92101

Federal, State

J. H. Nicholson
Manager
234-4341

Complete employment services
for San Diego.

CIC Employment Task Force
1501 Sixth Avenue
San Diego, California 92101

City

Carrol Waymon
239-0871

City Schools (Career Development City Schools
Services Department)
835 Twelfth Avenue
San Diego, California 92101

Ted Dixon
Superintendent
278-6400

Training career counseling
and placement of students/
graduates.

Community Action Councils
(CAC)

OEO

Kathleen Ritter

Promote the participation
of residents in policy-
making and direction of
anti-poverty programs in

areas designated as pockets
of poverty within the county
(14 locations)

CITY

Golden Hills (AreaA) - 2764 Imperial Ave. San Diego, Calif. 92101
Harbor (AreaB) - 1808 Logan Ave. San Diego, Calif. 92102
Logan Heights (AreaC) - 2965 Imperial Ave. San Diego, Calif. 92102
Emerson (AreaD) - 3905 National Ave. San Diego, Calif. 92113
(AreaE) - 1151 So. 43rd Street, San Diego, Calif. 92113
Normal Heights - 3859 44th Street, San Diego, Calif. 92105
Linda Vista - 2339 Linda Vista, San Diego, Calif. 92111

SOUTH BAY

Otay-Woodlawn Park - 117 Lotus Drive, Chula Vista, Calif. 92010
San Ysidro - 236 San Ysidro Blvd. San Ysidro, Calif. 92032
Imperial Beach - 747 Tenth Ave. Imperial Beach, Calif. 92032
National City - 2412 B Ave. National City, Calif. 92050
(Lincoln Acres)

NORTH COUNTY

Oceanside - 1204 Division Street, Oceanside, California 92054
Vista - 202 Broadway, Vista, California 92083
Palomar - 401 North Spruce, Escondido, California 92025

Cooperative Manpower Planning Federal, State Robert Shelton
System (CAMPS) Executive Secy.
1354 Front Street 234-4341 ext. 482
San Diego, California 92101

Cooperative planning and execution
of manpower training and supportive
manpower service programs in San
Diego County.

County Schools - Various School County Schools Ted Dixon
District Offices and Superintendent
Junior Colleges 278-6400
6401 Linda Vista Road
San Diego, California 92111
Training, Counseling and
placement.

Department of Employment Federal, State Jay R. Cooper
Escondido 745-6211
329 East Valley Parkway South
Escondido, California 92025
Complete employment and unemployment
insurance service for Northeast San
Diego County.



ADMINISTRATIVE OFFICE	FUNDED BY	DIRECTOR
Department of Employment Oceanside 141 Canyon Drive Oceanside, California 92054 Complete employment and unemployment insurance service for Northwest San Diego County.	Federal, State	Nadine Crooks 757-1281
Department of Public Welfare Education and Training Section 1375 Pacific Hwy. San Diego, California 92101 Counsel, Train and place welfare recipients.	Federal, County	Homer E. Detrich 234-8871
Department of Rehabilitation Vocational Rehab. Division 1350 Front Street San Diego, California 92101	Federal, State	Andrew O. Arnold 232-4361
Division of Apprenticeship Standards 1350 Front Street - Rm 3124 San Diego, California 92101 Assist local firms in setting up on-the-job or apprenticeship training programs and refer quali- fied applicants.	State Dept. of Industrial Relations	Louis Henderson Consultant 232-4361 or 262-0841
Economic Opportunity Commision San Diego County Inc. 861 Sixth Avenue - Rm 717 San Diego, California 92101 Administer all OEO Poverty Programs in San Diego County.	Federal, local	Clarence Williams 239-9281
Electronics Consortium 835 Twelfth Street San Diego, California 92101 Recruit trainees for the Electronic Industry from hardcore sector. OJT and basic remedial education.	Federal, Private	Phil Saenz 233-0181 ext. 85 239-4335

ADMINISTRATIVE OFFICE

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Episcopal Community Service
Adult Rehability Facility
545 Nineteenth Street
San Diego, California 92102

Private

James Shaw
239-2207

Work Project. Provide rehabilitation
for parolees (21 & older) who have
served more than 90 days in prison.

Imperial Beach Community
Economic Opportunity Center
150 Palm Avenue
Imperial Beach, California 92032

Federal OEO

John Billings
424-3941

"Crisis Clinic" - recruit, counsel,
train, refer to training, place. Also
Senior Citizen programs, homemaker
service, youth employment, counseling
and adult education - ESL.

Manpower Development Council
861 Sixth Avenue
San Diego, California 92101

Local

Henry Hodge
Chairman
239-9281

Communications and coordination
efforts of member agencies.

Mayor's Committee for Jobs, Inc. EDA
Manpower Development Office
5433 Linda Vista Road - Suite 2B
San Diego, California 92110

Joe D. Casillas
297-4386

Develop pilot program for coordination
of Manpower Agencies.

Mayor's Committee for Youth
Employment
835 Twelfth Avenue
San Diego, California 92101

Local

Robert J. Menke
234-6154

Promote job and career opportunities
for in-school youth. Advisory group
for city schools career development
services department.

Mayor's Council on Youth
Opportunity
City Administration Building
Community Concourse
San Diego, California 92101

Federal, EDA

Henry Hodge
236-5612

Provide full opportunities to youth.
Sub-committees devoted to employment.

ADMINISTRATIVE OFFICEFUNDED BYDIRECTOR

Methodist's efforts to reach out (METRO)
520 "E" Street - Rm 502
San Diego, California 92101
United Methodist Churches
Dr. Shanor
234-3158
Work with churches, community groups and programs to aid the hardcore disadvantaged.

Mexican-American Advisory Committee
827 "A" Avenue
National Ckty, California 92050
Federal, OEO
Joe Tafolla
474-2232
Community services, recruit, train, counsel, refer to training, Un/under employed Mexican-Americans in San Diego County.

National Alliance of Businessmen (NAB)
525 "C" Street
San Diego, California 92101
Federal
Hugh N. Wood
234-2296
Develop Jobs in private industry for hardcore disadvantaged. Work with employers and groups of employers to implement training programs with funding assistance from Department of Labor.

Neighborhood House Association
1809 National Avenue
San Diego, CALIFORNIA 92113
Federal, OEO, Ruby Hubert
United Community Services 232-6255
Train service aides, conduct remedial basic education, ESL, and citizenship courses. Other Locations:
Harbor Center 1810 Newton
Grant Hill Center 2020 Market
Chollas Seniors Center 530 44th St.
Project Office 530 44th St.
Extended Services 530 44th St.
Young Adult Center 530 44th St.
Social Services 530 44th St.
35th Street Center 851 S. 35th St.
Logan Youth Center 1818 Logan Ave.

ADMINISTRATIVE OFFICE	FUNDED BY	DIRECTOR
Neighborhood Youth Center 852 Eighth Avenue San Diego, California 92101 Provide work experience and job opportunities for youth aged 16-22.	Federal, Labor	Leon Williams 233-7504
Project Access, Inc. 340 Kalmia Street San Diego, California 92101 Community services and programs. Recruit, train, test, and refer applicants for employment. 3740 Ocean View Blvd Otay - 329 Anita Street, Chula Vista Escondido - 250 E. Grady Ave. Vista - 645 Mercantile St., Vista Pala Indian Reservation	Federal, OEO	E. C. Thomas 239-0259
San Diego Service Center 4235 National Ave. San Diego, California 92113 Employment, rehabilitation, health, training, welfare, FEPC, apprenticeship social security, housing and job dis- crimination, correction and youth authority.	Federal, State Local	John Caldaras 262-0841
San Diego Urban Coalition 625 Broadway - Rm 514 San Diego, California 92101 Study urban problems and present efforts for resolution to appropri- ate offices and agencies. Assist in coordinating community resources.	Private	C. B. McKinnon Chairman 234-3128
San Diego Urban League 4261 Market Street San Diego, California 92102 Assist minorities to upgrade living and working conditions in community.	United Community Services	John Johnson 263-3115

ADMINISTRATIVE OFFICE	FUNDED BY	DIRECTOR
Skills Center 835 Twelfth Ave. San Diego, California 92101 Conducts basic education and job training for hardcore unemployed.	Federal, State City	Kenneth Gibson 233-0181
South Bay Trade Schools 2146 Main Street San Diego, California 92113 Training for vocational occupations.	Private	Gene Golliet 234-6695
Work Incentive (WIN) 1354 Front Street San Diego, California 92101 Assist welfare recipients to develop into job-ready applicants.	Labor	Jean Shelton 233-4341 ext. 447
Youth Opportunity Center 1025 Twelfth Avenue San Diego, California Complete employment Services for youth.	Labor	Eldon Rowe 233-8221

SECTION I - ANALYSIS OF THE MANPOWER SITUATION IN SAN DIEGO, CALIFORNIA

CHAPTER IV ATTITUDINAL ASSESSMENT SURVEY

RATIONALE AND EXPLANATION OF TEST

During the planning and development stages of the demonstration model it was decided to undertake an exploratory study of attitudes for the purpose of attempting to predict those attitudes which might affect adequate job performance.

Studies of poor work performance (as well as actual job failure) have shown that most workers fail, not because of inability to perform the specific tasks assigned them, but because of attitudes which prevent them from functioning in the total work environment.

The measurement of attitudes is a difficult but expanding area of research in the social sciences. Exploratory investigations are being conducted throughout the full spectrum of human behavior, from the effect of ability-grouping upon the self-concepts of school children, to the attempt to predict good parole risks among a group of offenders.

Development of new ways of evaluation will supply data as pertinent to the understanding of behavior as the more conventional work/educational kind of information.

For the purposes of this study, a test instrument was constructed to be used in conjunction with Worker Trait Components 3 and 4 which are listed in Appendix B of the Dictionary of Occupational Titles. To be used as a quick estimate of attitudes conducive to adequate job performance, it was designed to separate "high potential" people from "high risk" people.

Several dimensions or subscales were used:

1. Need for achievement - The extent to which the worker responds to the work environment by his striving for excellence and the improvement of his own performance, higher status in the eyes of others, greater responsibility, etc.
2. Concepts of control - The extent to which the worker feels that his behavior effects what happens to him. Much evidence has been accumulated to indicate that unsuccessful people (across all socio-economic groups) have a "fatalistic" view of life, i.e. they feel powerless to change their environment by changing

their behavior. Such people tend to believe that what happens to them is all "in the hands of the gods," or that you "can't beat the system." Also measured is the extent to which the individual feels capable of changing.

3. Family orientation - People with a strong sense of responsibility and feeling of protectiveness toward family members are considered better employment risks than those with little commitment toward spouse, children and others.
4. Attitudes toward learning - The ability to attend to, process and incorporate new information is requisite to any work activity and involves attitudes toward authority, the need for support, a capacity for risk-taking, competitive behavior, aggressiveness, etc.
5. Attitudes towards self and others - This dimension is the most global in scope and attempts to measure such notions as perceived intellectual and social adequacy, capacity for change, tolerance for ambiguity, self-awareness, etc. Since the self-concept system can be thought of as a pair of spectacles through which the person views the world, it can be used as a vehicle to the measurement of wide and generalized aspects of the personality.

Because of the increasing reluctance of so-called disadvantaged people to fill out long application forms (which fail to result in jobs) and research instruments (which describe their plight but fail to change it) this test was reduced to 35 items. The reliability estimate (measure of the internal consistency of the test) was .64, a reasonably adequate level for a test of this kind. Construct validity was established through previously defined theoretical and empirical bases, and the face validity was established by the judgements of those similar to the target population and those working with them. The final validity check, based upon the statistical relationship between responses on the test and actual job placement follows:

STATISTICAL ANALYSIS

The analysis used for this investigation was Iterative Multiple Regression Analysis obtained from the Statistical Program Library at the San Diego State College Computer Center. This is a technique for analyzing the relationship between the dependent variable and a set of independent variables and is described in detail in Appendix D.

The dependent variable in this case was named "employment" and was separated into two levels

or categories; one labeled Positive and one labeled Negative.

Positive:

1. client employed
2. client employed part time
3. client in work training
4. client in school
5. client in service
5. client left area

Negative:

1. client not employed
2. client in jail
3. client laid off
4. unable to contact

The independent variables numbered 5 in this study. They are:

1. age
2. sex
3. ethnicity
4. five subscale dimensions
5. total score of 35 items

If a relationship (beyond a specified probability level) exists, changes in the predictor or independent variables should be reflected in changes in the criterion or independent variable. In other words, there should be a significant difference on one or more of the dependent variables between the employed and unemployed groups.

FINDINGS

A group of 113 respondents took the questionnaire and their scores were analyzed. The first analysis was undertaken to determine the relationship between, (1) two of the dependent variables, age and attitudes toward learning, and (2) the independent variable, employment. The F-ratio for this analysis was 3.181, significant at the .04538 level. This means that this relationship could be expected to occur by chance, less than 5 times in 100.

Further analysis revealed that when the groups were divided by age into three categories; (1) up to and including age 21, (2) 22 years to and including 45 years, (3) and 46 years and older, those in the youngest category

1. ☐ 1. My friends think I take life too seriously.
2. I like to dress as well as I can.
2. ☐ 1. I do not usually get upset about things.
2. I like to see educational movies.
3. ☐ 1. I think it is important to try not to hurt people's feelings.
2. I think good manners are very important.
4. ☐ 1. Kids should be taught to take care of themselves when they are very young.
2. A child needs both a mother's and a father's love.
5. ☐ 1. The boss has his job because he knows more about the work than other people.
2. When you are friendly to the boss he may give you a better job.
6. ☐ 1. People are pretty much the same.
2. I am different than most people.
7. ☐ 1. It is hard to know which people to trust.
2. My friends do not usually let me down.
8. ☐ 1. I usually feel well and strong.
2. I enjoy watching T.V.
9. ☐ 1. Children should be taught to control their tempers.
2. Children should be taught good table manners.
10. ☐ 1. I like most of the people that I know.
2. I enjoy a good joke.
11. ☐ 1. A good marriage is one of the most important things in the world.
2. Young people should not get married too young in life.
12. ☐ 1. Most people won't learn something new unless you make them.
2. Most people need help when they are learning something new.
13. ☐ 1. The things most people talk about do not interest me.
2. I enjoy discussion even when I do not agree with what is said.
14. ☐ 1. My luck has been mostly bad.
2. I can see where I have made a lot of mistakes.
15. ☐ 1. If I think I have been cheated I speak up and complain about it.
2. People who do wrong things should be punished.
16. ☐ 1. A person who breaks the law is punished by his own conscience even if he is not caught.
2. People who go to church are usually good people.
17. ☐ 1. A person should be willing to do anything to take care of his family.
2. One of the troubles with the world today is that children do not obey their parents.
18. ☐ 1. A good boss is one who will listen to your troubles.
2. A good boss helps you learn the next job ahead of you.

19. ☐ 1. I often think about what I should have done differently.
2. There is no use worrying about what is past.
20. ☐ 1. I like to be able to do things better than other people.
2. I always enjoy a good party.
21. ☐ 1. There are some people who were just born bad.
2. Most people know the difference between right and wrong.
22. ☐ 1. My family has always gotten along very well together.
2. It is only natural for families to fight.
23. ☐ 1. Everybody makes mistakes when they are trying something new.
2. It is better not to go ahead on your own because you might make a mistake.
24. ☐ 1. If I watch other people long enough I can usually understand them.
2. Most people do not seem to know what they are doing.
25. ☐ 1. I like to do a difficult job well.
2. I like to organize my work at the start.
26. ☐ 1. My plans usually work out.
2. It is important to keep up with world events.
27. ☐ 1. Most kids run away from home several times.
2. When I was a kid I wanted to grow up up be like my dad (or my mother).
28. ☐ 1. It is the guy that does more than is expected of him that gets promoted.
2. The old army saying, "never volunteer" is the best way to stay out of trouble.
29. ☐ 1. I am unhappy unless I am sure I am doing the right thing.
2. Sometimes I have to make a decision before I know all the facts.
30. ☐ 1. I think there is something wrong with a person who can't take orders without getting mad.
2. I think there is something wrong with a person who always wants his own way.
31. ☐ 1. The harder you try the more apt you are to get ahead.
2. It is important to keep up with new ideas.
32. ☐ 1. I like to accomplish difficult jobs that no one else can do.
2. I like to keep my work neat and clean.
33. ☐ 1. I get bored doing things the same way all the time.
2. I would rather "be safe than sorry".
34. ☐ 1. It is pretty hard for people to change after they are grown up.
2. It is possible to change yourself if you really want to.
35. ☐ 1. I like to read the newspaper every day.
2. I think America is the best country in the world.

1.

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2.

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3.

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4.

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- ☐ 1. Mis amigos piensan que yo tomo la vida muy seriamente.
2. Me gusta vestirme lo mejor que puedo.
- ☐ 1. Yo casi nunca me enojo por cualquier cosa.
2. Me gusta ver peliculas educativas.
- ☐ 1. Yo pienso que es muy importante tratar de no perjudicar los sentimientos de nadie.
2. Yo pienso que es muy importante tener buenas costumbres.
- ☐ 1. Los jovenes deberian de aprender a cuidarse desde que estan muy chicos.
2. Un chico necesita del amor y cuidado del papá y la mamá.
- ☐ 1. El patron tiene su empleo, porque sabe desempeñarlo mas que otros.
2. Cuando usted se lleva bien con el patron, el puede darle mejor empleo.
- ☐ 1. Toda la gente es mas o menos la misma.
2. Yo soy diferente, a la demas gente.
- ☐ 1. Es muy dificil saber en quien confiar.
2. Casi nunca me desamparan mis amigos.
- ☐ 1. Yo casi siempre me siento bien, y fuerte.
2. Yo siempre disfruto viendo television.
- ☐ 1. Los niños deben aprender a controlar sus temperamentos.
2. Los niños deben de aprender buenas costumbres en la mesa.
- ☐ 1. Casi toda la gente que conozco me cae bien.
2. Me agrada oír un buen chiste.
- ☐ 1. Un buen matrimonio, es una de las cosas mas importantes en el mundo.
2. No es aconsejable que los jovenes se casen muy chicos.
- ☐ 1. Hay gente que no aprende nada nuevo, hasta que se le obliga.
2. Hay mucha gente que necesita ayuda, cuando esta aprendiendo algo nuevo.
- ☐ 1. Muchas de las cosas que le interesan a la mayoría de la gente, no me interesan a mí.
2. Me gusta mucho oír discusiones, aunque no vaya de acuerdo con lo que se discute.
- ☐ 1. Siempre he tenido mala suerte.
2. Yo mismo me doy cuenta, donde he cometido todos mis errores.
- ☐ 1. Si pienso que alguien me ha engañado, yo le reclamo, y me quejo sobre lo mismo.
2. La gente que hace cosas malas debe de ser castigada.
- ☐ 1. La persona que quebranta la ley, es castigado por su propia conciencia, aunque nunca sea aprendido.
2. La gente que va a la iglesia, casi siempre es gente buena.
- ☐ 1. Una persona debe de estar dispuesta a hacer cualquier cosa, para sostener a su familia.
2. Uno de los problemas que confronta el mundo, es que los chicos no obedecen a sus padres.
- ☐ 1. Un buen patron es aquel que escucha los problemas de sus trabajadores.
2. Un buen patron ayuda a su trabajador a aprender el trabajo nuevo que tiene pendiente.

19. ☐ 1. Muchas veces me pongo a pensar las diferentes cosas que podria haber hecho.
2. No hay necesidad de preocuparse hacerca de lo pasado.
20. ☐ 1. Yo trato de hacer las cosas mejor que otra gente.
2. Yo siempre me divierto en una buena fiesta.
21. ☐ 1. Hay personas que ya nacen malas.
2. Casi toda la gente sabe la diferencia entre el bien y el mal.
22. ☐ 1. Mi familia se ha llevado siempre muy bien entre si.
2. Es muy natural que haiga pleitos entre la familia.
23. ☐ 1. Toda la gente hace errores cuando tratan de empezar a hacer algo nuevo.
2. Es mejor no seguir adelante segun su criterio, porque puede cometer algun error.
24. ☐ 1. Si miro a alguien por algun tiempo, siempre acabo por entenderlo.
2. Muchas personas no saben lo que hacen.
25. ☐ 1. Me gusta hacer un trabajo dificil bastante bien.
2. Me gusta poner en orden mi trabajo antes de empezar.
26. ☐ 1. Casi siempre me salen bien mis planes.
2. Es muy importante estar al tanto de los eventos mundiales.
27. ☐ 1. Muchos chicos acostumbran salirse de su casa varias veces.
2. Cuando era pequeño, queria crecer y parecerme a mi papá (o a mi mamá).
28. ☐ 1. El individuo que hace mas de lo debido en su trabajo, es el que sube mas rapido.
2. El viejo refran "Nunca Te Des De Voluntario" es el mejor metodo de alejarse do lio
29. ☐ 1. Siempre me siento mal, hasta que se que estoy haciendo bien las cosas.
2. Algunas veces tengo que decidirme antes de saber de que se trata.
30. ☐ 1. Yo siempre he pensado que le pasa algo mal a una persona que se enoja cada vez que le dan ordenes.
2. Yo siempre he pensado que le pasa algo mal a una persona que siempre quiere hacer las cosas a su manera.
31. ☐ 1. Entre mas duro luches por progresar, mas pronto lo lograras.
2. Es muy importante tratar de obtener nuevas ideas.
32. ☐ 1. Me gusta llevar a cabo trabajos dificiles que casi nadie los puede realizar.
2. Me gusta que mi trabajo este siempre limpio y ordenado.
33. ☐ 1. Me aburro mucho de hacer lo mismo todo el tiempo.
2. Yo prefiero "Estar Seguro Que Aflijido."
34. ☐ 1. Es muy dificil que la gente cambie cuando ya es adulta.
2. Es posible que uno cambie si se propone.
35. ☐ 1. Me gusta leer el periodico todos los dias.
2. Yo creo que America es el mejor pais del mundo.

1.

--	--

2.

--	--

3.

--	--

4.

--	--

showed the most positive attitudes toward learning and were also the most apt to be employed.

The next analysis retained the two independent variables, age and attitudes toward learning and added an additional variable, sex. When sex differences were taken into account the F-ratio was 2.936 and the significance improved as the probability dropped to .03657. This relationship could be expected to occur by chance less than 4 times in 100.

With the addition of the remaining set of variables, ethnicity, and the 3 remaining subscales, and the total test score, no significant relationships were found.

SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
FOR THE CITY OF SAN DIEGO, CALIFORNIA

CHAPTER V
DESIGN CONCEPT AND
DEVELOPMENT OF THE WORK PLAN SCHEDULE

RATIONALE

Extensive research into the facets of a "HARDCORE" unemployed person, as described in section I of this report, dramatically points up the shortcomings of on-going efforts in his behalf. Even though most of the persons researched indicated a previous work history, the data irrevocably warrants that more than 90% of this group is in need of one or more support services before he or she can succeed in meaningful employment and join in the "mainstream" of American life.

Even with highly successful manpower training programs such as on-the-job training sponsored by the Mayor's Committee for Jobs, Inc., it is reported that upwards of 40% of those entering training do not complete. Although any number of these persons quit training to accept better paying employment, enter the military service, or were institutionalized for various reasons, completion might have been achieved had the trainee been afforded more complete supportive and remedial services.

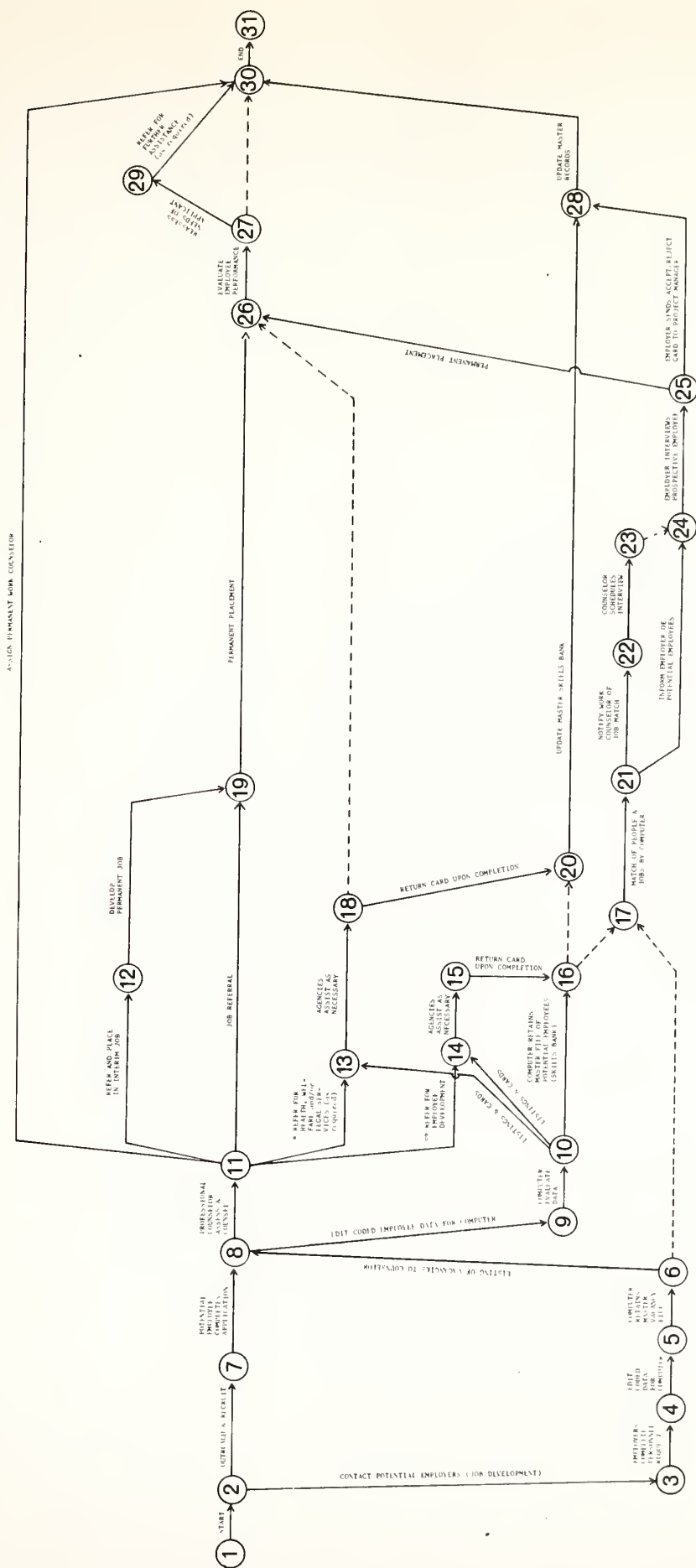
The design of the "Comprehensive Manpower Plan" recognizes the underlying causes which, in fact, make for "hardcore" and is structured to provide a ready and effective means of remedying the cause or causes. Through complete and accurate assessment of need an offering of a broad range of supportive and remedial services is provided by cooperating agencies.

METHODOLOGY

Predicated upon inter-agency working relationships and service agreements between the Manpower Development Office of the Mayor's Committee for Jobs, Inc., and participating support organizations, employers, and the "Control Clearing House" this "Comprehensive Manpower Plan" is a managed program of coordination and linkage from outreach to assessment, assistance, and placement; requiring the active vestment and support from the many entities already well established in the community. This concept is graphically displayed and explained in PERT chart form on the following pages of this chapter. Detailed "frag-nets" of the plan are described in Chapter XI of this section.

COMPREHENSIVE MANPOWER PLAN

PROPOSED BY	SAN DIEGO MAYOR'S COMMITTEE FOR JOBS INC.	PREPARED BY	MANPOWER DEVELOPMENT OFFICE
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Employee Development

Health Services

Welfare

Legal Aid Society

MANPOWER DEVELOPMENT OFFICE, AS PROJECT MANAGER, WILL SERVE AS COORDINATOR FOR OVERALL PLAN

LISTING OF ACTIVITIES REQUIRED TO ACCOMPLISH THE
COMPREHENSIVE MANPOWER PLAN
(PERT chart)

<u>ITEM</u>	<u>ACTIVITY</u>	<u>DESCRIPTION</u>
1	1 - 2:	Simultaneous implementation of major components integral to a total approach concept: management (coordination), outreach, support services, and job development.
2	2 - 3:	Job development; utilize NAB, Management Council for Merit Employment, employers (individual and consortiums).
3	2 - 7:	Outreach (recruit and intake); active participation by community action agencies, Department of Employment, Welfare Department, etc. Use of media, churches, referrals.
4	3 - 4	Job developer furnishes employers with skills vocabulary for use in making out personnel requests and standard personnel request forms. Completed requests describing job openings are forwarded to project coordinator for edit in activity 4 - 5.
5	4 - 5	Project coordinator edits uncoded job description prior to entry into computer system.

- 6 5 - 6 Computer service stores employment opportunity information in master job vacancy file.
- 7 6 - 8 Periodic print-outs of job vacancies provided professional counselor from computer service.
- 8 7 - 8 Trained interviewer assists potential employee in completing Standard Application; records pertinent observations for use by counselor. Coded potential employee information forwarded to project coordinator.
- 9 8 - 9 Project coordinator edits encoded potential employee information from Standard Application for entry into computer system.
- 10 8 - 11 Professional counselor evaluates and assesses potential employees experience and education; determines if ready for immediate employment and refers for placement; activity 6 - 8 has furnished current listing of job openings. When not found ready, refers to appropriate support service and/or employee development agency.
- 11 9 - 10 Computer programmed to evaluate potential employees needs as coded on application



- 12 10-13 Referral listings and data cards forwarded to particular agencies on persons seeking professional support services such as health, welfare and legal services.
- 13 10-14 Referral listings and data cards forwarded to particular agencies on persons seeking skills development and training.
- 14 10-16 Computer service stores qualification data for each potential employee in a master file known as "Skills Bank."
- 15 11-12 Counselor refers and assists in placing potential employee in interim job, pending satisfactory completion of one or more remedial services or permanent job availability.
- 16 11-13 Potential employees are referred to appropriate agency for professional health, welfare or legal services. Activity 10-13 has furnished particular agency with listings and a data card on person seeking professional services.
- 17 11-14 Potential employee reports to appropriate employee development agency for skills and other training. Activity 10-14 has furnished particular agency with data card on person seeking job training.

- 18 11-19 Counselor refers ready potential employee for immediate employment with support of activities 17-21, 21-22, 22-23, and 21-24.
- 19 11-30 Permanent work counselor assigned each potential employee; duties include motivation, prospective employer interviews, scheduling employer-employee interviews, continuous counsel and support.
- 20 12-19 In conjunction with work counselor, develop permanent job for potential employee in interim job.
- 21 13-18 Agency renders professional assistance as required and refers for additional services as necessary or job placement.
- 22 14-15 Agency enrolls potential employee in training course and upon successful completion, refers for additional assistance or job placement.
- 23 15-16 Upon completion of assistance, agency updates potential employees data card and returns to computer services to update skills bank.
- 24 17-21 Skills bank master file of potential employees is bumped against master job vacancy file for matching people and jobs.

- 25 18-20 Upon completion of assistance, agency updates potential employee's data card and returns to computer services to update skills bank.
- 26 19-26 Assigned work counselor and job developer coordinate permanent placement of potential employee with employer.
- 27 20-28 Upon completion of remedial services, master skills bank is updated.
- 28 21-22 Computer services output in the form of listings and data cards used to notify work counselor and job developers of people/job matches.
- 29 21-24 Computer services output in the form of listings and data cards used to notify employer of match of potential employees to job vacancies.
- 30 22-23 Assigned work counselor informs potential employee of job possibility and arranges interview with prospective employer.
- 31 24-25 Prospective employer interviews potential employee for possible placement.
- 32 25-26 Employer accepts potential employee and offers permanent placement.
- 33 25-28 Employer sends a prepunshed accept/reject card to project manager for forwarding to computer services to update master files.



- 34 26-27 Work counselor and employer evaluate employee performance and provide project coordinator with report.
- 35 27-29 If employee evaluation indicates any problems, professional counselor to reassess further needs.
- 36 28-30 Master files updated as to potential employee and job vacancy. If potential employee is accepted, job vacancy is deleted and employee is shown as employed, and record is moved from skills bank file to completed file; if not accepted, notation is made in skills bank file.
- 37 29-30 Following reassessment, professional counselor recommends additional remedial assistance, as necessary.
- 38 30-31 Project coordinator enters final disposition on master data card and codes for computer input to retire from active skills bank file.

ADMINISTRATIVE MECHANISM

The Mayor's Committee fro Jobs, Inc., as the project sponsor, delegated the Manpower Development Office (MDO) as the administrative organization responsible for implementing and managing this total approach. A "Central Office" or "Clearing House" with MDO staff as project managers, provided the coordination and communication linkages between the participants.

Representatives (decision makers) from participating agencies and organizations met periodically to discuss progress and exchange views and ideas. As the program progressed, constructive input was solicited and continuous evaluation was provided by the project manager.

THE WORK PLAN SCHEDULE

After careful and thorough examination of the data collected and described in Section I, a fourteen point plan was developed and submitted to EDA for approval.

This plan followed the rationale, methodology and administrative plans presented above and in addition, incorporated plans for a computerized job matching service that provided complete continuity of "client" information and employment data; thus assuring that all persons received the widest range of job opportunities.

For several reasons, namely time, the order of implementation of the fourteen tasks of the "Work Plan Schedule" was varied. These variances permitted simultaneous development of several tasks at a time, thereby shortening the overall length of plan development. As submitted to EDA, the fourteen points of the "Work Plan Schedule" are as follows:

- "1. Develop basic computer program as part of the in-kind services to be furnished by City and County of San Diego, their respective data processing departments will be utilized in developing the basic program as designed by this office and graphically illustrated in enclosure. (PERT Chart)
2. Design standard basic applicant data form and standard job opening requisition - to be developed "in-house" assisted by professional consultants. Basic applicant data form will be designed to capture data for the continued study of the characteristics of the unemployed.
3. Develop a "Skills Vocabulary" unique to this particular area - prepared concurrently with #2 above, utilizing professional consultants.

4. Draft necessary inter-agency and other working agreements - after preparing rough drafts, legal assistance will be required for finished products.
5. Execute inter-agency and other working agreements with participants in the model demonstration project - staff to accomplish.
6. Develop "Frag-nets" as required within each participating organization - enclosure (2) to be expanded within each activity by "frag-net" method. This task requires combined efforts of the particular agency, EDP specialists and the Manpower Development Office staff.
7. Indoctrinate outreach and intake personnel - formal training of key interviewers in the proper use of the Standard Questionnaire and its relationship to the whole computer program.
8. Arrange key-punching and computer time - additional in-kind services to be provide by the City and County of San Diego.
9. Establish "Clearing House" or central office - as project manager, the Manpower Development Office will complete preparations for the implementation of the demonstration project. Effective communications, additional clerical help, etc., to be arranged.
10. Operate limited program and de-bug as required - all facets of comprehensive manpower plan to be implemented during test phase. Problem areas to be resolved and programs modified as required. Joint effort by participants, consultants, staff, etc.
11. Commit professional counselors, work counselors, job developers, as required within budget limitations (category 2) and in-kind or other contributory services.
12. Commence Demonstration Project - operate for six (6) months.
13. Evaluate, de-bug, upgrade - a continuous process of evaluation, modification and upgrading to be performed by Manpower Development Office with assistance of participants, consultants etc.
14. Phase out project; perform final evaluation; report results - a Manpower Development Office staff function. Participating agencies and organizations to be provided with results and recommendations. Final report prepared and submitted to EDA.

SUMMARY

By maintaining continuity of services and other resources on behalf of the "client" a realistic path can be

followed to meaningful employment. The "Clearing House" and the "Computer Matching Service" are the vehicles that, by incorporating supportive and remedial services with employment opportunities matched to client ability, provide and maintain the desired program depth and continuity.

Appropriate methodology and adequate administrative mechanisms are important tools for program implementation. Flexibility of design and successful management information retrieval systems, particularly types using the feed-back principle, are also important instruments that cannot be overlooked in the design of a workable program.

SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
FOR THE CITY OF SAN DIEGO, CALIFORNIA

CHAPTER VI
SKILLS INVENTORY SYSTEM DESCRIPTION
(INTAKE REGISTRATION FORM)

DESIGN CRITERIA

The Intake Registration Form presented in this chapter is a vehicle designed to capture relevant data concerning the applicant. Its design criteria was based upon simplicity of format, adequacy of data coverage, and adaptibility for key-punch. Although compromises were necessary to satisfy the basic criteria, all pertinent data deemed necessary for assessing applicant needs was included on the form

Some of the more important issues sacrificed during compromise were; (1) Avocational endeavors, (2) Sociological data, and (3) only one Dictionary of Occupational Title Classification. Avocational data was not included on the form principally because of space limitations; however, during the conduct of the demonstration model, this type of data would have been especially helpful in determining possible secondary or tertiary skills proficiencies. Sociological data was considered too difficult to convert to computer language, although some of this data was later collected and interpreted in the attitudinal survey, discussed in Chapter IV of Section I. Even though the use of a single Dictionary of Occupational Title (DOT) classification was sufficient for the demonstration model, it is considered essential to provide atleast three DOT classifications in any actual program application.

The rear of the form can be printed to contain certain questions of a social and psychological nature, native to the area where it is to be used. Also these questions would be designed for particular ethnic and minority groups participating and although the responses to these questions would be of decided usefulness to the counselors, no consideration should be given to their inclusion on punch cards for weekly read-out purposes and obvious prejudicing of the computer. In-fact, the majority of this kind of data should remain confidential between the counselor and the "client" to avoid unnecessary exposure of personal information.

PROBLEMS ENCOUNTERED

Of particular interest is the problem encountered with Spanish speaking mono-linguals patterned into the demonstration model. The obvious solution of translating the data form into the Spanish language was used to solve the problem; however, the problem was again compounded when it became necessary to translate the responses in Spanish to the English language for purposes of key-punching. Fortunately bi-lingual key punch operators are available as a remedy to the situation.

Other problems of illiteracy and failure of the "client" to have readily available SSN, phone numbers, security clearance information, draft status, etc., were of minor consequence and were usually solved easily by the intake counselor. Although these problems were minor in nature, they were time consuming hinderances that could have been overcome, had time permitted.

SUMMARY

A key factor in the success or failure of any manpower coordination effort lies in the gathering of complete, factual and adequate data relevant to a "client" entering the field of employment.

The ability to successfully provide a "client" with pertinent remedial and supportive services through assessing his essential needs via the data collection method can and does mean the difference between keeping the "client" in the system or losing him unnecessarily.

SAN DIEGO MAYOR'S COMMITTEE FOR JOBS, INC.

INTAKE AND REGISTRATION FORM

DATE: _____

CARD 1

Activity type:

1. New application ☐ 2. Change ☐

Soc. Sec. No. (3-11)

ID (12-15)
agcy. i cnslr.

Name - Last, First, Initial (16-39)

Street Address - No. Dir. Name Str (41-61)

City

Zip

(62-67)

Phone (68-74)

Birth (75-80)

mo. day year

CARD 2

- ⑦ Ethnic group: 1-Mex. Am. 2-Negra 3-Filipina
4-Am. Ind. 5-Cauc. (excl. M/A) (12)
6-Orient. 7-Other
- ⑧ Marital status: 1-single 2-married
3-widowed 4-separated (13)
5-other
- ⑨ Language ability: 1-English 2-Eng./Spon. (14)
3-Span. 4-Other
- ⑩ Highest school grade completed: (15-16)
- ⑪ Currently employed: 1-no 2-yes (17)
- ⑫ No. of weeks since fully employed: (18-19)
- ⑬ Would you accept part-time work? 1-no 2-yes (20)
- ⑭ Would you accept temporary work? 1-no 2-yes (21)
- ⑮ Health: 1-good 2-overage 3-poor (22)
- ⑯ Draft Status: (23-24)
- ⑰ Discharge: 1-honor 2-dishonor 3-other (25)
- ⑱ Citizenship: 1-es 2-perm. res. 3-stud. visa (26)
- ⑲ Could security clearance be obtained on you? (27)
1-no 2-yes
- ⑳ Could a fidelity bond be obtained on you? (28)
1-no 2-yes
- ㉑ Arrest: 1-no 2-yes (41)
- ㉒ Conviction: 1-none 2-misd. 3-fel. 4-dismiss (42)
- ㉓ Valid California driver's license: (43)
0-none 1-reg. 2-motorcycle
3-single veh. 4-unlimited
- ㉔ Do you have use of a car? 1-no 2-yes (44)
- ㉕ Are you head of a household? 1-no 2-yes (45)
- ㉖ Are you the primary wage earner? 1-no 2-yes (46)
- ㉗ Sources of household income: 1-none (47)
2-wages (48)
3-welfare (49)

Sources of income: (continued)

4-soc. sec. (50)

5-retirement (51)

6-comp. (52)

㉘ Number of dependents: (53-54)

㉙ Number of children under 5 years: (55)

㉚ Applicant's income last month: (56-58)

㉛ Household income last month: (59-61)

㉜ Union membership: (62-65)

CARD 3

㉝ Current work D.O.T. (12-17)

㉞ No. of mos. exper.-cur. (18-19)

㉟ Prev. work D.O.T. (20-25)

㊱ No. of mos. exper.-prev. (26-27)

㊲ Applicant's sex: 1-M 2-F (28)

㊳ Applicant ready for work: 1-no 2-yes (29)

PHYSICAL LIMITATIONS

㊴ Ability to lift: 1-light 2-moderate (41)
3-heavy 4-very heavy

㊵ Climbing & balancing: 1-no 2-yes (42)

㊶ Stooping, kneeling, crawling, crouching: (43)
1-no 2-yes㊷ Reaching, handling, feeling, fingering: (44)
1-no 2-yes

㊸ Talking & hearing: 1-no 2-yes (45)

㊹ Seeing: 1-no 2-yes (46)

㊺ Prev. training D.O.T. (47-52)

㊻ Job objective D.O.T. (53-58)

㊼ Counselor estimated % of employability: (59-60)

ADDITIONAL REMARKS (use reverse side)

SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
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CHAPTER VII
JOB INVENTORY SYSTEM
(JOB OPENING FORM)

DESIGN CRITERIA

Design criteria for the Job Opening form is essentially the same as that of the Intake Registration form; namely simplicity of format, adequacy of data coverage and adaptability for key-punch. A sample form and instructions for completing the form is contained in the following pages.

Of particular interest on this form is the ability for the computer-print-out to indicate whether or not certain job requirements are negotiable, ie., basic education requirement could be High School diploma desired, minimum 10th grade completion required. In this case item 19 would show the desired educational level, but would also indicate that the requirement is not irrevocably firm. This kind of information is particularly useful for job openings where employers have a good idea of what they want in an employee, but have not yet reduced their requirements to a written job description.

Another facet of this form is the 'Additional Job Description' section wherein special information is noted for the file but is not fed to the computer for matching purposes. Since these forms, after having been key-punched, are returned to the Clearing House where this data is available to the counselors for their use in final decision making.

PROBLEMS ENCOUNTERED

Again certain pertinent information, not economically feasible to inject into the computer at this time, has been deleted from the face of the form but, could be included as peripheral data on the rear of the form. For example, some employer benefits and/or special clothing or tools required for the job might be included.

SUMMARY

Since job matching with applicant ability is the desired goal of the design of this form, there is a threshold of the number of items that should be used for matching before reaching the point of screening a person out, rather than screening him in. Therefore, the additional data mentioned above should not go into the computer but, should be available to the counselor for use only where absolutely necessary.



SAN DIEGO MAYOR'S COMM.TTEE FOR JOBS, INC.

DEVELOPER NAME: _____

JOB OPENING REQUISITION FORM

DATE: ____/____/____

ACTIVITY TYPE: New (1) ☐Change (2) ☐

CARD 1	
1 Req. No. (3-6)	2 ID (7-10) agcy. dev.
3 Employer Name (11-30)	
4 Employer Address - No. Dir. Name Sfx. (31-50)	
5 City (51-53)	5 Zip (54-56)
6 Phone (57-63)	7 Local Job Title (64-80)

8 Effective date: _____	9 D.O. T. Job Title: _____	10 Contact person: _____
11 Type of Industry: _____	12 Employer ID No.: _____	

CARD 2	
13 D.O.T. Code: _____ (7-12)	14 Starting wage _____ (13-17) per _____ (18-19)
15 No. of openings: _____ (20-21)	16 No. of referrals: _____ (22-23)
17 Job type: 1. Perm. ☐ (24) 2. Temp. ☐ (24)	18 1. Full-time ☐ (25) 2. Part-time ☐ (25)

JOB REQUIREMENTS

19 Min. experience (mos.)	(35-36)	(37)
20 Min. educ. level (yrs.)	(38-39)	(40)
21 Arrest allowed: 1-no 2-yes	(41)	(42)
22 Misdemeanor allowed: 1-no 2-yes	(43)	(44)
23 Felony allowed: 1-no 2-yes	(45)	(46)
24 U.S. Citizenship: 1-no 2-yes	(47)	(48)
25 Sec. Clearance Req.: 1-no 2-yes	(49)	(50)
26 Bond required: 1-no 2-yes	(51)	(52)
27 Driver's license required: 0-no 1-reg. 2-motorcycle 3-single veh. 4-unlimited	(53)	(54)
28 Use of car: 1-no 2-yes	(55)	(56)
29 Union membership	(57-58)	(59)

PHYSICAL REQUIREMENTS

30 Ability to lift: 1-light 2-mod. 3-heavy 4-very heavy	(60)	(61)
31 Climbing & balancing: 1-no 2-yes	(62)	(63)
32 Stooping, kneeling, crouching, crawling: 1-no 2-yes	(64)	(65)
33 Reaching, handling, fingering, feeling: 1-no 2-yes	(66)	(67)
34 Talking & hearing: 1-no 2-yes	(68)	(69)
35 Seeing: 1-no 2-yes	(70)	(71)

LEGAL RESTRICTIONS

36 Minors permitted: 1-no 2-yes	(72)
37 Personnel Restrictions: 1-none 2-Male 3-Female	(73)

ADDITIONAL JOB DESCRIPTION

Entry level open:	yes ____ no ____
Job is in special program:	yes ____ no ____
Veteran's preference given:	yes ____ no ____
Special licenses, permits, certificates, skills, etc. required	yes ____ no ____
O.J.T. or other in-plant training provided	yes ____ no ____
Top wages: \$ _____ per _____	
Promotion basis: Exper. _____ Perf. _____ both _____ Promtn. not open _____	
Type of supervision: close ____ minl. ____ none ____	

WORKING CONDITIONS

1. Indoors: _____	2. Outdoors: _____
3. Extremes of cold & temp. changes:	_____
4. Extremes of heat & temp. changes:	_____
5. Wet and humid (extremes):	_____
6. Noise and vibrations (extremes):	_____
7. Hazards (mechanical, elec., hts.):	_____
8. Fumes, odors, toxic conditions, dust, door ventilation, discomforts affecting respiratory system:	_____

ADDITIONAL REMARKS

SECTION II - DESIGN CONCEPT OF
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CHAPTER VIII
SKILLS VOCABULARY

It is recognized that employers in various sections of the country often devise job titles to suit their own particular business systems and more often than not these improvised titles bear little resemblance to those used in other sections of the country. Carrying these improvisations, even one step further, infers that job titles in some cases will vary considerably within the local geographical area and because of this practice of indiscriminate assignment of job titles, the task of matching people with jobs becomes a very complex process.

The use of the Dictionary of Occupational Titles (D.O.T.) as a "Skills Vocabulary" is also less than satisfactory in actual application because all employers, especially small employers, have not yet standardized their job titles with those of the D.O.T. and therefore do not easily accept a D.O.T. title assigned to a "client" for matching purposes. Also created are additional workloads for the job developer when he must research an employers job description in order to assign the appropriate D.O.T. classification for easy computer matching.

The development of a "Skills Vocabulary" unique to the San Diego area, however desirable it may be, then becomes a near impossible task when viewed from the practical aspect. Also the magnitude of such a task is totally out of proportion to the amount of time and monies available in the project and therefore rendered the development of a vocabulary "unique" to the San Diego area, an unwise undertaking at this time.

For these reasons it was decided to use the better organized Dictionary of Occupational Titles as a limited approach to a skills vocabulary; but one that would suffice for this demonstration project. However, future research projects attempting to resolve this problem are most certainly warranted and justified. Quite possibly this problem can be approached as a part of the 4th Edition revision of the D.O.T. being funded at this time.

SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
FOR THE CITY OF SAN DIEGO, CALIFORNIA

CHAPTER IX
COMPUTERIZED JOB MATCHING

INTRODUCTION

The computerized job matching system employed in this project utilizes the City's electronic data processing capability and incorporates both a "skills bank" and a "job bank." Periodically the two are "bumped" and matches of people and jobs are automatically printed out. The selected applicants are then notified and assisted in their referral to the prospective employer for interviews and acceptance.

The Intake and Registration form and the Job Opening form are the input data sheets for storing data in the computer. Presently the new inputs are key-punched, stored in their respective banks, and matched each week-end with the new print-outs available first thing Monday morning.

SYSTEM DESCRIPTION

A system/360 Model 30 machine configuration, with a minimum 32K core storage, utilizing a 2314 disk storage programmed in DCS COBOL programming language, is the heart of the computerized job matching system.

System inputs are key-punched on sets of card decks as shown on the Multiple-Card Layout form illustrated on the following pages. These card decks are then transferred to the storage disk for future program runs. Systems Flow Chart and Procedure Information sheets are also illustrated to show program processes.

System outputs resulting from various matching transactions are:

1. Weekly transaction edit listings.
2. Weekly selection listings.
3. Weekly listing of applicants on file.
4. Weekly listing of job openings on file (in sequence by employer).
5. Monthly exception reports (by counselor and by agency).
 - a. list of applicants not matched in current month.
 - b. list of applicants not matched since registration
 - c. list of applicants matched more than N (specified number) times but not placed.

6. List of applicants Master File data records.
7. List of Job Openings Master File data records.

The following items are stored as a part of the applicant Master File data record (item 6 above):

1. Items 1 through 47 - from Intake Registration form.
2. Social attitudes responses and dimensions - from social attitudes questionnaire form (Chapter IV, Section I).
3. Number of times applicant was selected - broken down by month for each year.
4. Job I.D.'s applicant was selected for - maximum of 10 (if more than 10, oldest will be bumped).
5. Employment history - (latest 3 jobs) - Job I.D., starting date, termination date, reason for termination.
6. Supporting services history - (latest 10 referrals) - supporting service code, starting date, termination date, number of referrals, disposition of case.
7. Date applicant placed on file.
8. Activity code (active-inactive).
9. File update run date.

In addition, the following items are stored as part of the Job Opening Master File data record (item 7 above):

1. Items 1 through 37 - from Job Openings form.
2. Activity code (active-inactive).
3. Date job opening placed on file.
4. File update run date.

SUMMARY

The computerized matching of people, skills, and jobs is an effective tool in the "Comprehensive Manpower Plan." Its ability to maintain monitoring services for the system relieves the counselor and other staff of the detailed workloads that would otherwise be required.

Its real value to the plan is in its ability to regularly and periodically notify staff, clients, and employers of the status of persons being assisted by the plan. There is no opportunity for an individual to "drop the ball" or lose a client in the system as the weekly print-outs are calculated to automatically remind one of the scheduled needs of a client.

MULTIPLE-CARD LAYOUT FORM

SKILLS INVENTORY

Date _____

SKILLS INVENTORY

C1	S.S.N.		I.D.		NAME (LAST, FIRST)		STREET ADDRESS		CITY ZIP		TEL. NO.		BIRTHDATE	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
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MAYOR'S COMMITTEE FOR JOBS

MULTIPLE-CARD LAYOUT FORM

Company

Application SKILLS INVENTORY by _____

Data

Job No.

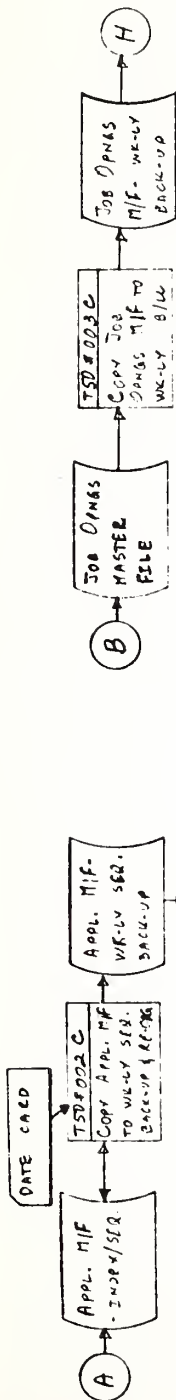
Sheet No.

2

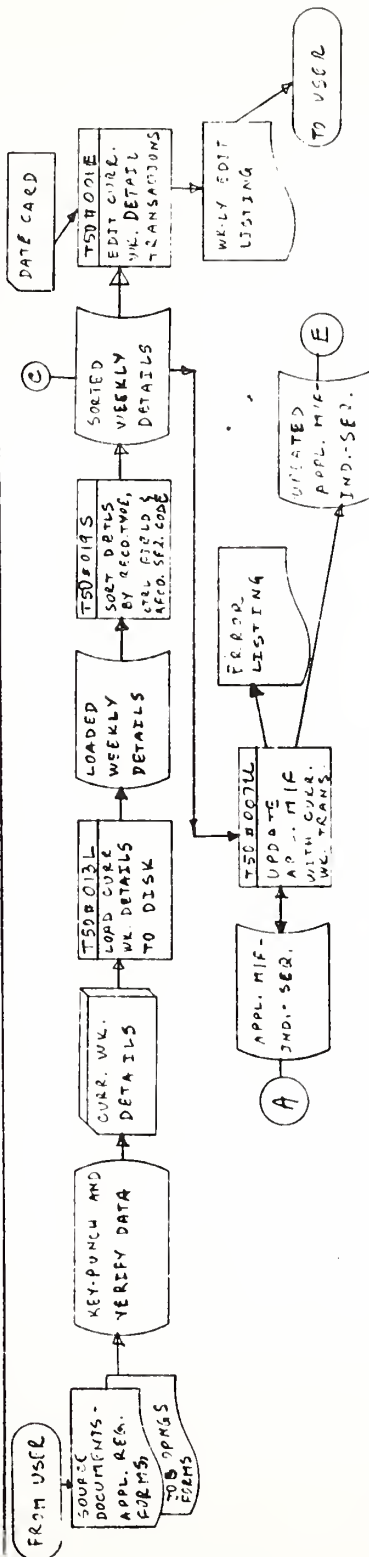
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ANALYST'S: SKILLS INVENTORY
DATE: 5-20-77
PROCEDURE NAME: SYSTEM FLOWCHART
PAGE: 1 OF 4
☒ PRESENT ☐ PROPOSED
NOTES:

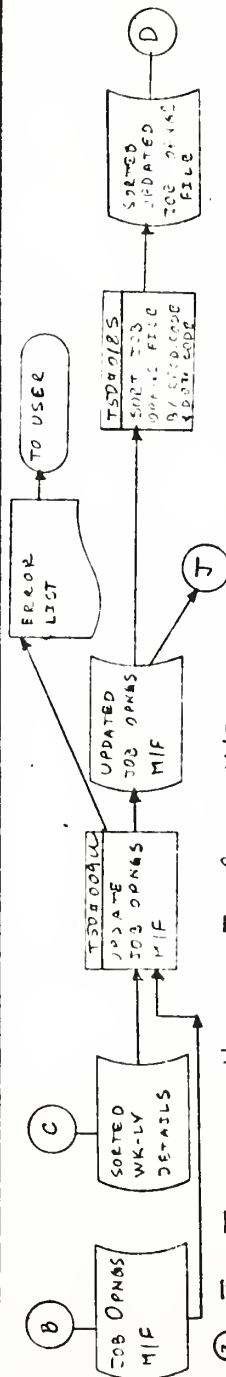
1. T50W01
2. T50W02
3. T50W03



1. JOB T50W01 - COPY MASTER FILES TO WEEKLY BACK-UP



2. JOB T50W02 - EDIT DETAILS & UPDATE APPL. MIF

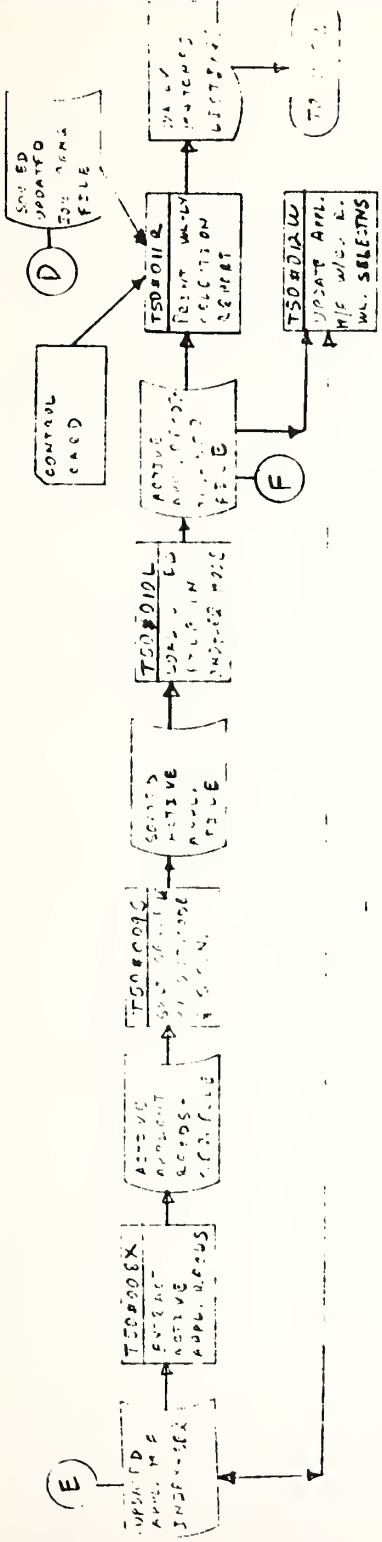


3. JOB T50W03 - UPDATE JOB OPNGS MIF

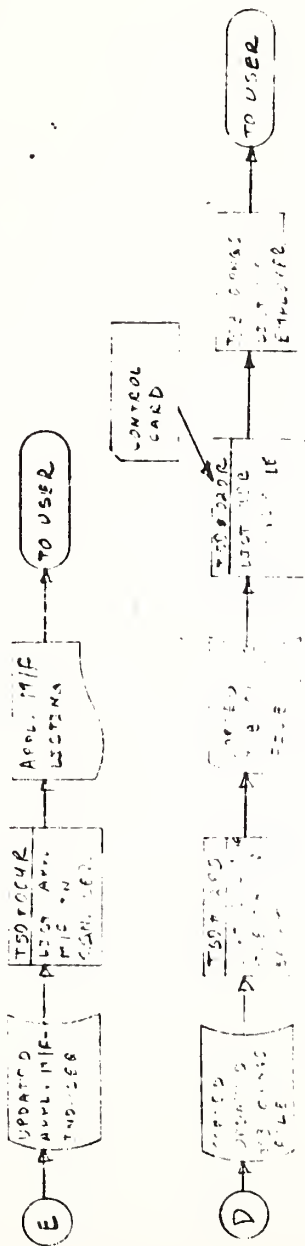
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OPERATION DESCRIPTION
 ANALYSTS
 DATE
 PROGRAM NAME
 SYSTEM FLOW CHART
 PAGE 2 of 4
☒ PRESENT ☐ PROPOSED

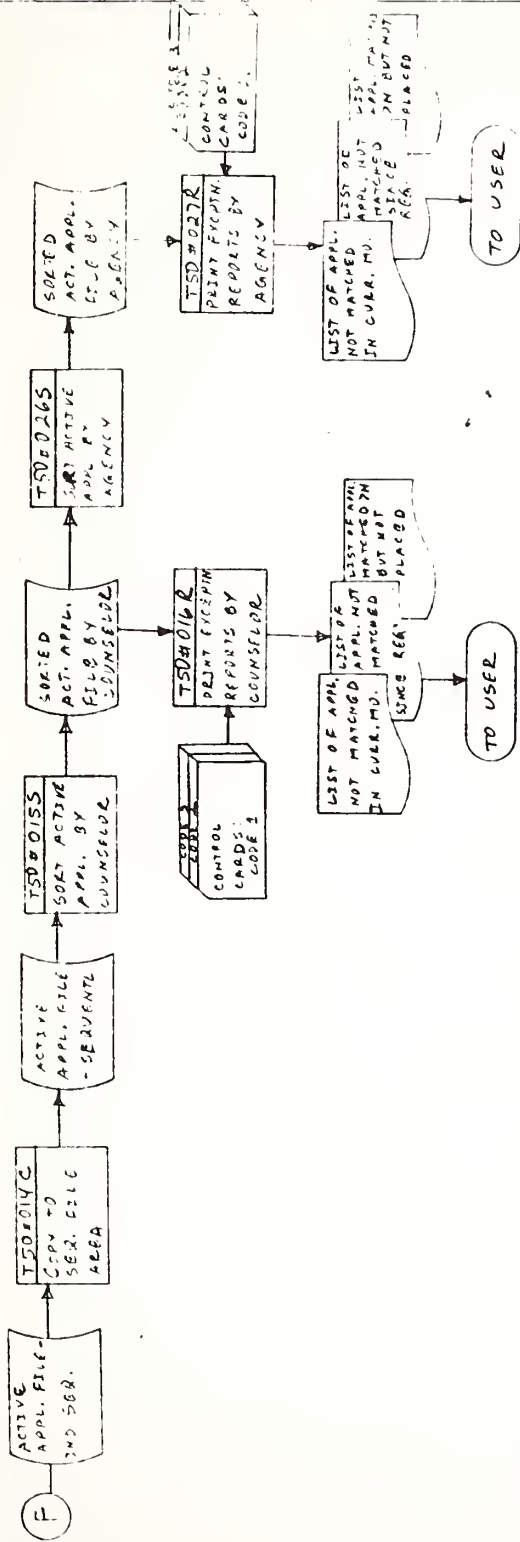
4. TSDW04
 5. TSDW03



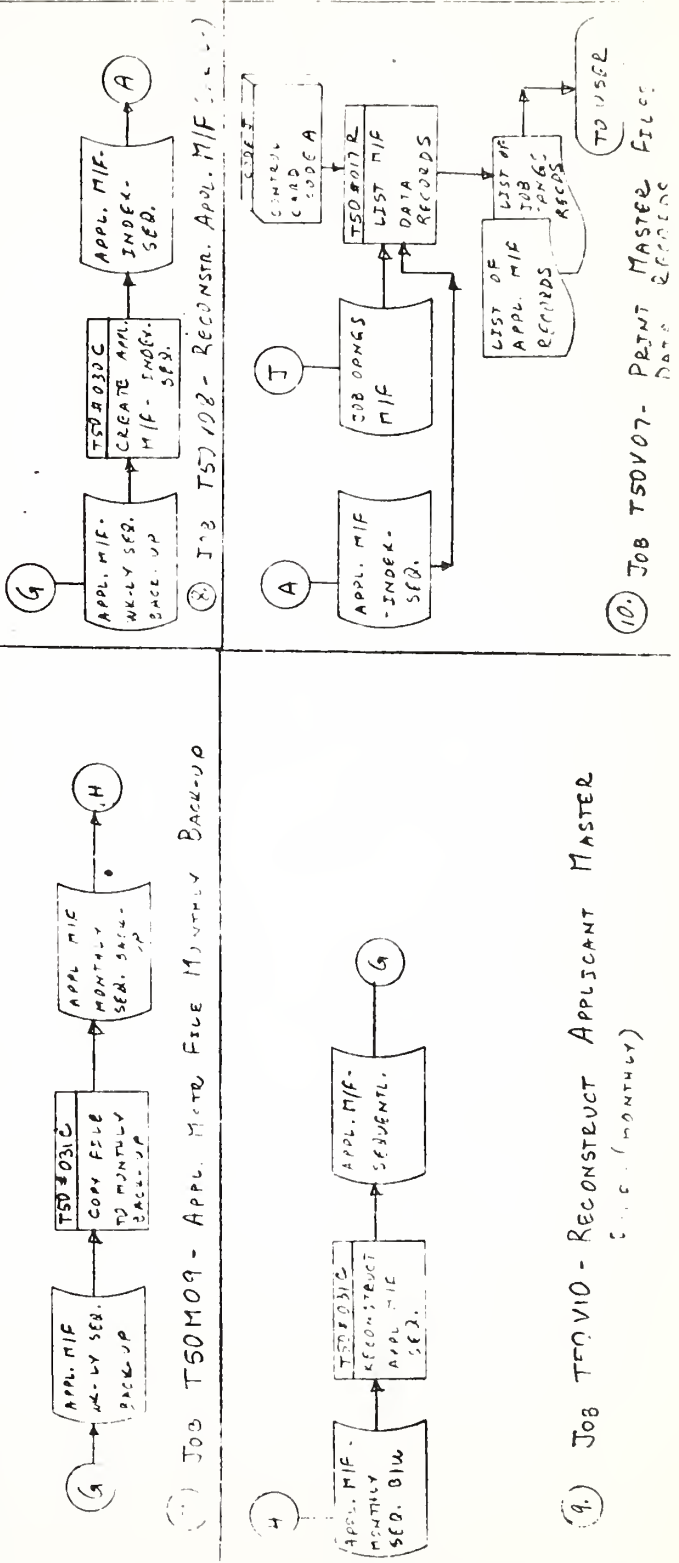
4. JOB TSDW04 - WEEKLY SELECTIONS LISTING



5. JOB TSDW03 - WEEKLY LISTING OF MASTER FILES



6. Job TSDM06 - PRINT MONTHLY EXCEPTION REPORTS



7. Job TSDM09 - APPL. MASTER FILE MONTHLY BACK-UP

9. Job TSDM10 - RECONSTRUCT APPLICANT MASTER FILE (MONTHLY)

SYSTEM FLOW CHART

SYSTEM STUDY

SKILLS IN/ENTER

ANALYSTS

DATE

5-20-70

PROCEDURE NAME

JOB-EM FLOWCHART

PAGE

4 OF 4

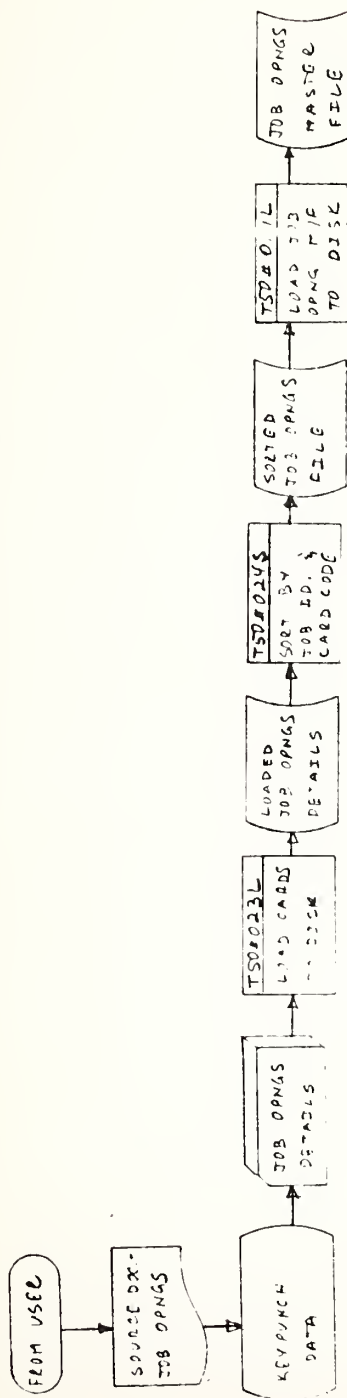
PRESENT ☒ FUTURE ☐

TSS

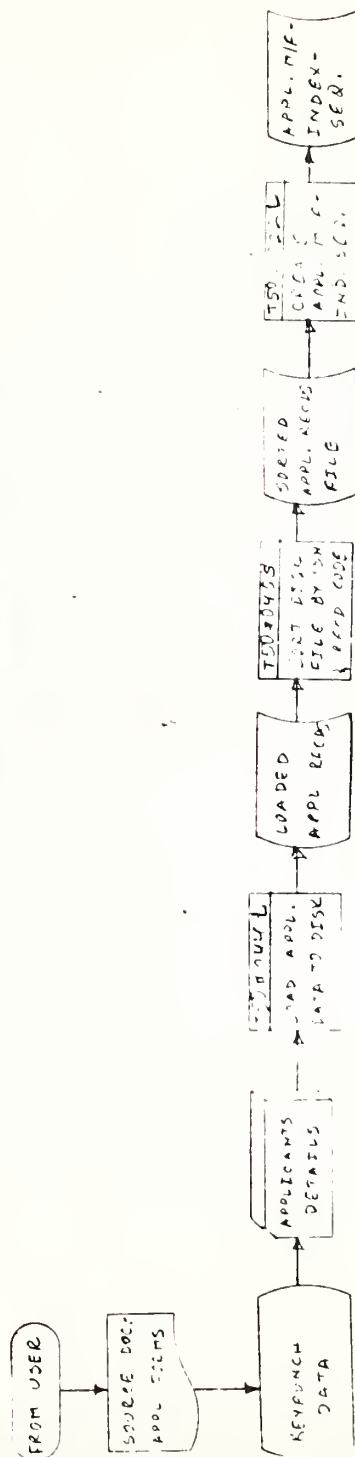
ONE-TIME ONLY

11. T50211

12. T50212



11. Job T50211 - Create Job Opnrgs Master File



12. Job T50212 - Create Applicant Master File

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME Skills Inventory

PAGE NO. 1

JOB NO. T50W01 JOB TITLE Master files back-up

FREQUENCY Wkly

DATE: PREPARED BY:

APPROVED BY:

Job T50W01 - Copy Master files to back-up

Step T50#002C - Copy applicant Master file to sequential back-up and re-organize.

Step T50#003C - Copy Job Openings Master file to back-up.

PROCEDURE INFORMATION SHEET

APPLICATION NAME Skills Inventory

PAGE
NO.: 2

JOB NO. T50W02 JOB TITLE Weekly edit and update - Appl. M/F

FREQUENCY Wkly

DATE:

PREPARED
BY:APPROVED
BY:Job T50W02 - Edit weekly details and update Applicant Master file

Step T50#013L - Load current week details (job openings and applicants) to disk.

Step T50#019S - Sort loaded weekly details by record type, control field and sequence code.

Step T50#001E - Edit current week detail transactions.

Step T50#007U - Update Applicant Master file with current weeks details.

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME Skills Inventory

PAGE
NO.: 3

JOB NO. T50W03 JOB TITLE Weekly update - Job Opngs M/F

FREQUENCY Wkly

DATE:

PREPARED
BY:

APPROVED
BY:

Job T50W03 - Update Job Openings Master File

Step T50#009U - Update Job Openings Master file

Step T50#018S - Sort Job Openings Master file by record code and D.O.T.
code

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME	Skills Inventory	PAGE NO.:	4
JOB NO.	T50W04	JOB TITLE	Weekly Selections List
		FREQUENCY	Wkly
DATE:	PREPARED BY:	APPROVED BY:	

Job T50W04 - Weekly Selections Listing

Step T50#008X - Extract Active Applicants records

Step T50#009S - Sort sequential Active Applicants file by D.O.T. code and social security number.

Step T50#010L - Load active applicants file index - sequentially by D.O.T. code and social security number.

Step T50#011R - Print weekly selections report

Step T50#012U - Update Applicant Master file with current week selections



CITY OF SAN DIEGO DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME	Skills Inventory	PAGE NO.: 5
JOB NO. T50W05	JOB TITLE Weekly reports	FREQUENCY Wkly
DATE:	PREPARED BY:	APPROVED BY:

Job T50W05 - Weekly listing of Master files

Step T50#004R - List Applicant Master file in social security number

Step T50#028S - Sort Job Openings Master file in sequence by employer number

Step T50#020R - List Job Openings Master file in sequence by employer number



PROCEDURE INFORMATION SHEET

APPLICATION NAME Skills Inventory

PAGE NO.: 6

JOB NO. T50M06 JOB TITLE Monthly reports

FREQUENCY Monthly

DATE:

PREPARED BY:

APPROVED BY:

Monthly runs1. Job T50M06 - Print Monthly Report

Step T50#014C - Copy Active Applicants index - seq. file to sequential file area

Step T50#015S - Sort active Applicants file (sequential) by counselor

Step T50#016R - Print exception reports per control card codes - report types 1, 2 or 3 *

Step T50#026S - Sort Active Applicants file (sequential) by agency.

Step T50#027R - Print exception reports per control card codes - report types 1, 2 or 3 *

* Monthly report types: 1 - list of active applicants not placed since registration

2 - list of active applicants selected more than N times but not placed yet

3 - list of Active applicants not selected in current month.

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME Skills Inventory

PAGE
NO.: 7

JOB NO. T50M09 JOB TITLE Monthly back-up - Appl. M/F

FREQUENCY Monthly

DATE: PREPARED
BY:

APPROVED
BY:

Monthly runs

2. Job T50M09 - Applicant Master file monthly back-up

Step T50#031C - Copy Applicant Master file (sequential) to monthly
back-up

PROCEDURE INFORMATION SHEET

APPLICATION NAME

Skills Inventory

PAGE
NO.

8

JOB NO.

JOB TITLE

Miscellaneous

FREQUENCY

As
Requested

DATE:

PREPARED
BY:APPROVED
BY:1. Job T50V07 - Print Master files data recordsStep T50#017R - Print master files records per control card codes:

Code A = Applicant M/F

Code J = Job Openings M/F

2. Job T50V08 - Reconstruct applicant Master file (Wkly)Step T50#030C - Reconstruct applicant Master file (index - seq.) from
weekly sequential back-up.3. Job T50V10 - Reconstruct applicant Master file (monthly)Step T50#031C - Reconstruct applicant master file (sequential) from
monthly sequential back-up.

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT

PROCEDURE INFORMATION SHEET

APPLICATION NAME	Skills Inventory	PAGE NO.:	9
JOB NO. T50Z11	JOB TITLE Create Job Openings M/F	FREQUENCY	one-time
DATE:	PREPARED BY:	APPROVED BY:	

1. Job T50Z11 - Create Job Openings Master file

Step T50#023L - Load Job Openings Master file cards to disk.

Step T50#024S - Sort loaded disk file in sequence by job opening ID and card code

Step T50#021L - Create Job Openings Master file

Step T50#018S - Sort Job Openings Master file in sequence by record code and D.O.T. code.

CITY OF SAN DIEGO - DATA PROCESSING DEPARTMENT
PROCEDURE INFORMATION SHEET

APPLICATION NAME	Skills Inventory	PAGE NO.: 10
JOB NO. T50Z12	JOB TITLE Create Applicant M/F	FREQUENCY one-time
DATE:	PREPARED BY:	APPROVED BY:

1. Job T50Z12 - Create Applicant Master file

Step T50#044Z - Load applicant Master file card records to disk

Step T50#045Z - Sort loaded disk file in sequence by social security number and card code

Step T50#022L - Create Applicant Master file - index - sequential

SOC-SEC-NO.	N A M E	MAYOR/S COMMITTEE FOR JOBS, INC. - LISTING OF APPLICANTS ON FILE	CITY	CNSLR	TELEPHONE	BIRTHDATE	D.O.T.	EXPER.	EDUC.	PAGE	S
552 82 5631	NEWTON ROBERT I	975 TWELFTH ST	I B	22-03	424 6437	01 04 51	600.000	MO	12 YRS	D	
552 82 5803	GARAY FAUSTO S	519 EMORY ST	I B	22-08	424 6147	09 05 50	620.000	1 MO	11 YRS	A	
552 82 6609	WALTERS DUSTIN J	2888 IRIS SPACE 52	I B	22-08	424 3480	10 21 51	600.000	3 MO	11 YRS	A	
552 92 5573	FREEMAN DONNA MARIE	131 CARNATION	I B	22-03	423 3183	06 18 51	341.000	MO	12 YRS	A	
552 94 1041	CAMPBELL,CHARLES	3095 J ST	S.D	44-06	262 9540	11 27 43	915.000	4 MO	11 YRS	A	
552 94 6632	SKUROAHL EDWARD J.	2273 CITRUS ST.	I.B	22-08	423 8869	07 16 52	639.000	3 MO	10 YRS	A	
553 20 6479	VALDIVIESO NICOLAS G	1492 K ST	S D	11-05		08 26 18	922.000	36 MO	06 YRS	A	
553 76 1471	TRIPP GLORIA J	723 DUVAL ST	S D	44-01	263 2525	11 02 47	961.000	MO	12 YRS	D	
553 76 1563	CHRISTENSEN SUSAN J	131 CARNATION AVE	I B	22-03	423 3183	11 03 48	209.000	6 MO	12 YRS	A	
553 80 0734	DUFFY JOHN J JR	1634 E 11TH	N C	22-08	477 6895	12 28 49	605.000	3 MO	12 YRS	A	
553 80 2760	OIXON AL D	3136 COLLIER AVE	S.D	11-05	284 1969	02 13 51	620.000	MO	12 YRS	A	
553 80 9604	KING PAULINE	3824 BIRCH	S.D	44-02	234 2943	07 21 49	317.000	MO	12 YRS	A	
553 96 4459	MENDOZA,NICOLAS CERVANTA	569 SUNSET ST	S Y	66-03	428 2654	05 22 22	922.000	12 MO	11 YRS	A	
554 09 2774	PEREZ ROBERT O	139 W PARK	S Y	66-03		04 08 3	899.000	99 MO	04 YRS	A	
554 20 5450	ACEVEDO JAVIER	CALI MEX MOTEL	S Y	66-03		09 01 50	822.000	MO	10 YRS	A	
554 38 6558	EDWARDS,ELIZABETH	4090 1/2 BOSTON AVE	S.D	44-06	264 4562	07 16 30	321.000	10 MO	11 YRS	A	
554 80 0153	LEER,JACQUELINE	4270 EUCLIO	S.D	44-06	282 5171	07 10 46	092.000	MO	17 YRS	A	
555 52 2454	FAULKNER MARY	3010 MARTIN AVE	S.D	44-06		01 03 30	359.000	MO	12 YRS	D	
555 56 2998	HANDWERK RONALD A	706 VENICE CT.	S.D	44-02	488 4779	08 26 38	382.000	4 MO	11 YRS	A	
555 74 7626	MCZEAL LARRY	245 NO 50TH ST	S.D	44-06	262 9030	02 13 51	842.000	MO	12 YRS	D	
555 74 8777	LINAN PHIL P	8035 GARRY ST	L G	11-05	469 2916	03 26 49	356.000	MO	11 YRS	A	
557 28 7186	GREENE DOROTHY M	4136 51 ST	S D	11-05	282 9051	04 04 13	362.000	4 MO	11 YRS	A	
558 64 3446	COROURA AMALIA C	3853 ALPHA	S D	44-03	263 3994	09 04 34	363.000	6 MO	07 YRS	A	
558 64 4735	SIMMS RICHARD LEE	4580 OCEAN VIEW	SD	44-02	263 4637	11 19 46	211.000	36 MO	12 YRS	A	
559 50 3543	HAYDEN FRED C	4274 ORANGE AVE	ESD	11-05	281 0085	12 08 39	840.000	12 MO	13 YRS	A	
559 90 8782	KEENER DONNA M	1104 HEMLOCK AVE.	I B	22-08	424 5724	10 18 51	203.000	2 MO	12 YRS	A	
560 68 2656	ALLEN BRENDA	420 SO. 29TH ST.	S.D	44-06	235 8902	04 10 47	202.000	9 MO	14 YRS	A	

SOC. SEC. NO.	N A M E	MAYOR/S COMMITTEE FOR JOBS, INC. - LISTING OF APPLICANTS ON FILE	CITY	CNSLR	TELEPHONE	BIRTHDATE	D.O.B.	EXPER.	EDUC.	PAGE	7
569 66 8745	MENDOZA GUILLERMO D	316 W. PARK	S.V	66-03		07 22 44	501.000	1 MO	08 YRS	D	
569 68 3617	MARGIS JACK W	1030 FERN ST	I B	66-03	424 8808	05 21 49	720.000	MO	10 YRS	A	
570 07 0946	DEWITTY MILES H	3024 MARTIN AVE	S D	44-01	239 7493	09 23 18	195.000	MO	12 YRS	A	
572 62 2873	RUBIO-GARCIA RITA	MATAMOROS 625	S Y	66-03		05 22 39	311.000	10 MO	09 YRS	A	
572 62 3420	MESHACK ERNEST E	444 LOS ANGELES PLACE	S.D	44-01		10 29 47	633.000	48 MO	12 YRS	A	
572 62 3442	BRAVO MARIA	3786 LOGAN AVE	S.D	44-06	263 1723	05 20 35	355.000	MO	09 YRS	D	
572 62 7079	BARBIER JOSEPH	4403 OCEANVIEW	S.D	44-06	262 1916	11 03 45	195.000	MO	13 YRS	D	
572 64 5280	ROUGELY CHARLES	4802 LOGAN AVE APT 202	S.D	44-02	262 6946	01 27 48	862.000	MO	13 YRS	A	
572 72 0877	HENDERSON FOSTER E	114 SO. 46TH ST.	SD	44-02	262 0204	09 20 47	341.000	24 MO	11 YRS	A	
572 72 4325	CLARK ROBERT L	4248 LOS PINOS ST	SD	44-01	262 1439	12 24 47	407.000	6 MO	11 YRS	A	
573 84 8243	BOWMAN CLARICE M	245 QUINTARD APT A44	C V	22-08	423 0206	08 13 48	211.000	MO	09 YRS	A	
575 46 6825	ANDREWS DALE C	5038 VOLTAIRE ST	S.D	11-05		11 11 45	382.000	9 MO	12 YRS	A	
581 59 7623	FRANK ANDREW GORDON	132 CITRUS AVE	I.B	22-03	423 2002	02 25 53	860.000	3 MO	10 YRS	A	
585 10 7644	ARMUJO HELEN C	518 11TH	I B	22-03	423 7953	07 12 43	203.000	MO	13 YRS	D	
599 16 4217	DENMON EVELYN	3078 LOGAN AVE	S D	44-06	233 3210	04 13 46	232.000	MO	13 YRS	D	

APPLICANTS ON FILE 177
 APPLICANTS ACTIVE 136
 APPLICANTS INACTIVE 41

JOB OPENINGS FILE LISTING

JOB I.D.	0127	0128	0129	0238	0329	0428
DEVLP	01-01	00-01	00-01	00-01	00-01	00-01
DATE OPENED	03-14-70	03-14-70	03-14-70	03-28-70	03-28-70	03-28-70
EXPER.	MO.	MISDEM	MISDEM	MISDEM	MISDEM	MISDEM
EDUC.	12 YRS	FELONY	FELONY	FELONY	FELONY	FELONY
ARRST	ALLD YES	ALLD YES	ALLD YES	ALLD YES	ALLD YES	ALLD YES
JOB STATUS	D	LAST FILE UPDATE	LAST FILE UPDATE	LAST FILE UPDATE	LAST FILE UPDATE	LAST FILE UPDATE
ROGERS DENTAL LAB.						
7760 FAY AVE.						
L.J.	434-5125					
JOB TITLE	SALESMAN-DRIVER #			CLERK OFFICE	STENOGRAPHER	
D.O.T. CODE	292.000			203.000	202.000	
PAY RATE	\$ 2.00/HR			\$ 84.00/WK	\$ 94.50/WK	
CAR REQ	NO	NO	NO	NO	NO	NO
UNION	NO	NO	NO	NO	NO	NO
MIN-ALLD	YES	YES	YES	YES	YES	YES
SEX	RESTR FEM	RESTR FEM	RESTR FEM	RESTR NONE	RESTR NONE	RESTR NONE
PHYSICAL	AB	AB	AB	AB	AB	AB
LIFTING	MODRT	MODRT	MODRT	LIGHT	LIGHT	LIGHT
CLIMB.& BAL.	NO	NO	NO	CLIMB.& BAL.	CLIMB.& BAL.	CLIMB.& BAL.
STOOPNG.& ETC.	NO	NO	NO	STOOPNG.& ETC.	STOOPNG.& ETC.	STOOPNG.& ETC.
NO.OF OPENINGS	1			10	10	10
NO.OF REFERRALS	3			30	30	30
JOB IS PERM.FULL/TIME	YES			YES	YES	YES
REACHING.FINGERNG	NO			REACHING.FINGERNG	REACHING.FINGERNG	REACHING.FINGERNG
TALKING & HEARING	YES			TALKING & HEARING	TALKING & HEARING	TALKING & HEARING
SEEING	YES			SEEING	SEEING	SEEING
OFF.MACH.REPAIRMN						
D.O.T. CODE	633.000					
PAY RATE	\$ 3.96/HR					
CAR REQ	NO	NO	NO	NO	NO	NO
UNION	NO	NO	NO	NO	NO	NO
MIN-ALLD	YES	YES	YES	YES	YES	YES
SEX	RESTR NONE	RESTR NONE	RESTR NONE	RESTR NONE	RESTR NONE	RESTR NONE
PHYSICAL	AB	AB	AB	AB	AB	AB
LIFTING	HEAVY	HEAVY	HEAVY	LIGHT	LIGHT	LIGHT
CLIMB.& BAL.	NO	NO	NO	CLIMB.& BAL.	CLIMB.& BAL.	CLIMB.& BAL.
STOOPNG.& ETC.	NO	NO	NO	STOOPNG.& ETC.	STOOPNG.& ETC.	STOOPNG.& ETC.
NO.OF OPENINGS	1			10	10	10
NO.OF REFERRALS	4			30	30	30
JOB IS PERM.FULL/TIME	YES			YES	YES	YES
REACHING.FINGERNG	YES			REACHING.FINGERNG	REACHING.FINGERNG	REACHING.FINGERNG
TALKING & HEARING	YES			TALKING & HEARING	TALKING & HEARING	TALKING & HEARING
SEEING	YES			SEEING	SEEING	SEEING
SAN DIEGO IAB						
1400 FIFTH AVE.						
S.D. 101						
SEC-CLR REQ	NO	NO	NO	NO	NO	NO
BOND REQ.	NO	NO	NO	NO	NO	NO
DR.LIC.	NO	NO	NO	NO	NO	NO
U.S.CIT-REQ	YES	YES	YES	YES	YES	YES
LAST FILE UPDATE	04-04-70	04-04-70	04-04-70	04-04-70	04-04-70	04-04-70

JOB 1.0. DEVLPR DATE OPENED	1612 00-01 02-21-70	SAN DIEGO COUNTY 1600 PACIFIC HWY S.D. 101 239-7711	JOB TITLE O.O.T. CODE PAY RATE	INTERMED. TYPIST 203.000 \$438.00/MO	NO. OF OPENINGS NO. OF REFERRALS JOB IS PERM. FULL/TIME	5 15 JOB IS PERM. FULL/TIME			
EXPER. EDUC. ARRST ALLO YES	6 MO. X 12 YRS U.S. CIT. REQ YES	SEC. CLR REQ YES BOND REQ. NO OR. LIC. YES	CAR REQ NO UNION YES MIN. ALLO YES SEX RESTR NONE	P H Y S I C A L L I F T I N G C L I M B & B A L . S T O O P I N G , E T C .	A B I L I T I E S R E A C H I N G . F I N G E R I N G T A L K I N G & H E A R I N G S E E I N G	REQ . YES YES YES			
APPLICANT	NAME	STREET ADDRESS, CITY & ZIP	TEL. NO.	SOC. SEC. NO.	CNSLR DATE REG. AGE	EDUC. LEVEL	EMPL. EXPER	PRCNT MATCH	% FIRM MATCH
ALCOSAER DILLY		2220 HARRISON AVE S.D. 113	233-3621	030-77-0001	44-02 03-07-70	19 10 YRS	3 MO	84	
LEE, DAVIS		516 SO. 40TH. S.D.	262-6957	335-40-4689	44-06 03-14-70	23 12 YRS	12 MO	100	100
PARONG JOSIE		3038 MAIN ST S.D. 113	232-8810	592-82-0677	44-02 03-07-70	19 11 YRS	9 MO	94	100
ARMUJO HELEN C		518 11TH I B. 032	423-7953	585-10-7644	22-03 01-24-70	27 13 YRS	MO	94	

4 APPLICANTS SELECTED



JOBS I.D.	0528	SAN DIEGO 1A9	JOB TITLE	SALE STORE CHECKR	NO.OF OPENINGS	10
DEVLPR	03-01	1400 FIFTH AVE	D.O.T. CODE	299.000	NO.OF REFERRALS	30
DATE OPENED	03-28-70	S D, 101 293-6165	PAY RATE	\$ 94.50/WK	JOB IS PERM, FULL/TIME	
EXPER.	6 MO. X	MISDEM ALLD YES	SEC.CLR REQ	NO	P H Y S I C A L	A B I L I T I E S
EDUC.	12 YRS	FELONY ALLD NO	BOND REQ.	YES	LIFTING	MODRY
ARRST ALLD YES	U.S.CIT.REQ YES	D4.LIC.	NO	NO	CLIMB.& BAL.	NO
			SLX RESTR	NONE	STOODNG,ETC.	NO
APPLICANT	NAME	STREET ADDRESS.	CITY & ZIP	TLL.NU.	SOC.SEC.NO.	CNSLR
				DATE REG.	AGE	EDUC. LEVEL
PALMER AMANDA		336 SOUTH LOOK AVE	S.D.113	264-7310	409-54-3224	44-02
				03-21-70	37	12 YRS
				9 MO	100	100
CAMACHO ROSAMARIA GERMAN		1435 CORONADO AVE	I B.032	423-9867	546-63-0954	66-03
				03-07-70	25	12 YRS
				36 MO	94	100
RIVERA DOLORES		909 15TH ST	I B.032	424-5913	563-52-7495	22-03
				01-10-70	31	11 YRS
				MO	33	ZERO

3 APPLICANTS SELECTED

JOB I.D.	0212	SAN DIEGO COUNTY	JOB TITLE	FOOD SERVICE WORK	NO. OF OPENINGS	20
DEVLPR	00-01	1600 PACIFIC HWY	D.O.T. CONF	\$10.00	NO. OF REFERRALS	50
DATE OPENED	01-17-70	S.D. 101 239-77	PAY RATE	\$335.00/MO	JOB IS PERM, FULL/TIME	
EXPER.	MO.	WISDEM ALLD YES	CAR REQ	NO	H Y S I C A L	A B I L I T I E S
EDUC.	00 YRS	FELONY ALLD NO	UNION	NO	IFTING	HEAVY
ARREST ALLD YES		U.S.CIT. REQ NO	MIN. ALLD YES	NO	REACHING, FINGERING	NO
			SEX RESTR MALE	YES	TALKING & HEARING	YES
					TOOPNG, ETC.	YES
APPLICANT	NAME	STREET ADDRESS, CITY & ZIP	TEL. NO.	SOC. SEC. NO.	CNSLR	DATE REG. AGE
					EDUC. LEVEL	EMPL. EXPER
						PRCNT MATCH
						X FIRM WATCH

NO APPLICANTS SELECTED



MAYOR'S COMMITTEE FOR JOBS, INC - MANPOWER DEVELOPMENT OFFICE

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LISTING OF ACTIVE APPLICANTS NOT MATCHED IN CURRENT MONTH

AGENCY	APPLICANT NAME	STREET ADDRESS & CITY	TELEPHONE	SOC. SEC. NO.	D.O.B.	DATE REG.	AGE	EDUC (YR)	EXPR (MO)	% EST EMTL	# SEL. CUR. MO	TOTAL # SEL
22	SHUMAKE MICHAEL C	1454 DELAWARE ST	I.R	424-5809	011-77-0003	860.000	01-17-70	17	10	000	85	000
22	STONE VIRGIL F	1742 FLW ST	I.R	423-1448	545-90-6046	382.000	01-10-70	18	11	000	50	000
22	RAKER DANIELA G	215 CARNATION AVE.	I.R	424-5016	545-90-6568	210.000	02-21-70	19	12	006	99	000
22	WATSON PATRICK J	915 NINTH ST	I.R	424-8967	546-68-0983	199.000	01-17-70	19	12	000	99	000
22	MARTINEZ LUPE M	153 TREMONT ST APT B DTY		-	550-82-4154	213.000	03-14-70	18	13	030	99	000
22	GARY FAUSTINO M	519 EMORY ST	I.R	424-6147	551-40-1621	311.000	02-07-70	46	8	060	80	000
22	FERMAN DONNA MARIE	131 CADNATION	I.R	423-7183	552-92-5573	341.000	02-28-70	18	12	000	75	000
22	SKUDRAHL EDWARD J.	2273 CITRUS ST.	I.R	423-9469	552-94-6632	639.000	02-21-70	17	10	003	95	000
22	DUFFY JOHN J JR	1634 F 11TH	N.C	477-6495	553-80-0734	605.000	03-07-70	20	12	003	90	000
22	ROMAN LARRY D	221 2ND AVE	C.V	420-2584	562-78-3287	851.000	01-17-70	22	12	000	75	000
22	AGUIRRE TYRONE	1671 DAHLIA AVE	I.R	423-1577	562-78-3283	741.000	01-17-70	21	12	000	75	000
22	CAZAPET ROBERT	2255 CITRUS AVE	I.R	423-4952	562-94-4235	382.000	02-21-70	17	8	000		000
22	ORTEGA ARTURO	179 W HALL APT C	S.Y	-	560-64-7600	840.000	03-14-70	37	9	024	99	000
22	ROMAN CLARICE M	245 CHINTARD APT A44	C.V	423-0206	573-84-8243	211.000	01-10-70	21	9	000	60	000
22	FRANK ANDREW GORDON	172 CITRUS AVE	I.R	423-2002	581-59-7623	860.000	01-17-70	17	10	003		000



CNCLP	APPLICANT NAME	STREET ADDRESS	CITY	TELEPHONE	SOC. SEC. NO.	D.O.B.	DATE REG.	AGE	EDUC (YR)	EXPR (MO)	AS OF 01-05-70		TOTAL
											EMPL	% SEL.	
01	ORTEGA YOLANDA	163-B-HALL AVE	S Y	-	012-47-0001	690.000	01-24-70	16	8	007	75		000
02	SILVIA CRISTINA VORENO	163 B HALL AVE	S Y	-	012-47-0002	726.000	01-24-70	17	8	008	75		000
03	RUANZA RAMIR	5891 ALBEMARLE	S D	479-3214	227-30-0350	859.000	01-17-70	44	12	030	99		000
03	JOHNSON H JUANITA	222 E 22 ST APT 202	N C	477-3255	282-42-3940	209.000	01-24-70	25	12	036	99		000
03	OSCA MARMARA J	2246 F AVE APT 201	N C	474-5163	379-42-2202	210.000	01-24-70	27	12	024	99		000
03	ANTHONY TERRY J	7631 SHERWOOD DR	S D	475-7404	437-42-5743	341.000	01-24-70	18	12	003	99		000
03	WATSON PATRICK J	915 NINTH ST	I R	424-4167	546-69-0483	199.000	01-17-70	19	12	000	99		000
03	TIVAN MARIA	17 SEWARD ST	S Y	424-1450	546-58-1259	529.000	01-24-70	37	6	036	99		000
03	GONZALEZ MANUEL	222 E PARK	S Y	424-2749	552-42-1229	620.000	01-17-70	19	11	000	75		000
03	WATSON ROBERT I	975 TWELFTH ST	I R	424-6437	552-42-5631	600.000	01-10-70	19	12	000	99		000
03	W. GONZALEZ NICOLAS CERV	599 SUNSET ST	S Y	424-2454	553-36-4459	922.000	01-17-70	47	11	012	99		000
03	ACERON JAVIER	CALI MEX MOTEL	S Y	-	554-20-5450	822.000	01-17-70	19	10	000			000
03	CUNDA AMALIA C	3053 ALPHA	S D	263-3794	554-64-4446	363.000	01-24-70	35	7	006	75		000
03	CUNDA VERNICA F	215 5 45TH ST	S D	269-5174	560-76-0389	209.000	01-24-70	19	12	003	75		000
03	GARCIA NAZARA R	192 POMANCE CULONA	T J	-	560-86-7976	209.000	01-17-70	19	11	000	50		000
03	PEREZ-RUIZ SALVADOR	208 E PARK PLVD	S Y	424-1922	562-78-6823	620.000	01-17-70	41	12	000	90		000
03	PIVERA DELORS	909 15TH ST	I R	424-5013	563-52-7495	299.000	01-10-70	30	11	000	99		000
03	SANCHEZ SERGIO SALON	1233 O AVE	N C	477-3674	564-74-5654	909.000	01-17-70	21	12	006	75		000
03	CUNHAJAL MARIA E	3659 ALPHA ST	S D	269-2608	569-64-1160	406.000	01-24-70	31	5	018	75		000
03	FRANK ANDREW GURON	132 CITRUS AVE	I R	423-2002	581-59-7623	860.000	01-17-70	16	10	003			000

MAYOR'S COMMITTEE FOR JOBS, INC - MANPOWER DEVELOPMENT OFFICE										DATE	1		
LISTING OF ACTIVE APPLICANTS NOT PLACED AFTER 2 MATCHES										AS OF	01-06-70		
CNCLP	APPLICANT NAME	STREET ADDRESS	CITY	TELEPHONE	SOC. SEC. NO.	D.O.B. CODE	DATE REG.	AGE	EDUC (YR)	EXPR (MO)	% FST EAPL	# SEL. CUR. MO	TOTAL # SEL
01	ROFF TOM H	1058 1/2 FLSPAR	S D	488-8056	587-74-8150	195.000	01-24-70	22	14	006	90		003
02	DEWITTY MILFS H	3024 MARTIN AVE	S D	230-7493	570-07-0946	195.000	01-10-70	51	12	000	95		003

MAYOR'S COMMITTEE FOR JOBS, INC. - HAMPOVER DEVELOPMENT OFFICE

JOB OPENINGS FILE LISTING NUMBERED FIELDS PER JOB REQUISITION FORM

JOB OPENING RECORD - ITEMS PER PRINTED LINE

LINE 1 = JOR I.D., AGENCY-CNSLR I.D., EMPLOYER NAME, STREET ADDRESS, CITY, ZIP, TELEPHONE, LOCAL JOB TITLE, D.U.T., CONF, PAY RATE (WAGES/UNIT), NO. OF OPENINGS, NU. OF REFERRALS, PERM/TEMP, JOB, FULL-TIME/PART-TIME

LINE 2 = MIN. EXP (YRS)/%, MIN. ED (YRS)/%, MISDEM. ALL/%, FEL. ALL/%, U.S. CITIZEN/%, SEC. CLERK/%, ROND/%, DP. LIC/%, CAD/%, UNION/%, LIFTING/%, CLIMBERAL/%

LINE 3 = STRONG/%, REACHING/%, TALKING/CHRG/%, SEEING/%, MINORS, P IS, RESTR, DATE JOB OPENED, JOR STATUS (ACT/DFL), FILE DATE

JOB OPENINGS FILE LISTING (NUMBERED FIELDS PER JOB REQUISITION FORM)

0111	00-01	CITY OF SAN DIEGO	SECOND AVE & C ST.	21-1	22-2	23-1	24-1	25-1	26-1	27-1	28-1	29-1	30-1	31-1	32-1	33-1	34-1	35-1	36-1	37-1	38-1	39-1	40-1	41-1	42-1	43-1	44-1	45-1	46-1	47-1	48-1	49-1	50-1	51-1	52-1	53-1	54-1	55-1	56-1	57-1	58-1	59-1	60-1	61-1	62-1	63-1	64-1	65-1	66-1	67-1	68-1	69-1	70-1	71-1	72-1	73-1	74-1	75-1	76-1	77-1	78-1	79-1	80-1	81-1	82-1	83-1	84-1	85-1	86-1	87-1	88-1	89-1	90-1	91-1	92-1	93-1	94-1	95-1	96-1	97-1	98-1	99-1	100-1	101-1	102-1	103-1	104-1	105-1	106-1	107-1	108-1	109-1	110-1	111-1	112-1	113-1	114-1	115-1	116-1	117-1	118-1	119-1	120-1	121-1	122-1	123-1	124-1	125-1	126-1	127-1	128-1	129-1	130-1	131-1	132-1	133-1	134-1	135-1	136-1	137-1	138-1	139-1	140-1	141-1	142-1	143-1	144-1	145-1	146-1	147-1	148-1	149-1	150-1	151-1	152-1	153-1	154-1	155-1	156-1	157-1	158-1	159-1	160-1	161-1	162-1	163-1	164-1	165-1	166-1	167-1	168-1	169-1	170-1	171-1	172-1	173-1	174-1	175-1	176-1	177-1	178-1	179-1	180-1	181-1	182-1	183-1	184-1	185-1	186-1	187-1	188-1	189-1	190-1	191-1	192-1	193-1	194-1	195-1	196-1	197-1	198-1	199-1	200-1	201-1	202-1	203-1	204-1	205-1	206-1	207-1	208-1	209-1	210-1	211-1	212-1	213-1	214-1	215-1	216-1	217-1	218-1	219-1	220-1	221-1	222-1	223-1	224-1	225-1	226-1	227-1	228-1	229-1	230-1	231-1	232-1	233-1	234-1	235-1	236-1	237-1	238-1	239-1	240-1	241-1	242-1	243-1	244-1	245-1	246-1	247-1	248-1	249-1	250-1	251-1	252-1	253-1	254-1	255-1	256-1	257-1	258-1	259-1	260-1	261-1	262-1	263-1	264-1	265-1	266-1	267-1	268-1	269-1	270-1	271-1	272-1	273-1	274-1	275-1	276-1	277-1	278-1	279-1	280-1	281-1	282-1	283-1	284-1	285-1	286-1	287-1	288-1	289-1	290-1	291-1	292-1	293-1	294-1	295-1	296-1	297-1	298-1	299-1	300-1	301-1	302-1	303-1	304-1	305-1	306-1	307-1	308-1	309-1	310-1	311-1	312-1	313-1	314-1	315-1	316-1	317-1	318-1	319-1	320-1	321-1	322-1	323-1	324-1	325-1	326-1	327-1	328-1	329-1	330-1	331-1	332-1	333-1	334-1	335-1	336-1	337-1	338-1	339-1	340-1	341-1	342-1	343-1	344-1	345-1	346-1	347-1	348-1	349-1	350-1	351-1	352-1	353-1	354-1	355-1	356-1	357-1	358-1	359-1	360-1	361-1	362-1	363-1	364-1	365-1	366-1	367-1	368-1	369-1	370-1	371-1	372-1	373-1	374-1	375-1	376-1	377-1	378-1	379-1	380-1	381-1	382-1	383-1	384-1	385-1	386-1	387-1	388-1	389-1	390-1	391-1	392-1	393-1	394-1	395-1	396-1	397-1	398-1	399-1	400-1	401-1	402-1	403-1	404-1	405-1	406-1	407-1	408-1	409-1	410-1	411-1	412-1	413-1	414-1	415-1	416-1	417-1	418-1	419-1	420-1	421-1	422-1	423-1	424-1	425-1	426-1	427-1	428-1	429-1	430-1	431-1	432-1	433-1	434-1	435-1	436-1	437-1	438-1	439-1	440-1	441-1	442-1	443-1	444-1	445-1	446-1	447-1	448-1	449-1	450-1	451-1	452-1	453-1	454-1	455-1	456-1	457-1	458-1	459-1	460-1	461-1	462-1	463-1	464-1	465-1	466-1	467-1	468-1	469-1	470-1	471-1	472-1	473-1	474-1	475-1	476-1	477-1	478-1	479-1	480-1	481-1	482-1	483-1	484-1	485-1	486-1	487-1	488-1	489-1	490-1	491-1	492-1	493-1	494-1	495-1	496-1	497-1	498-1	499-1	500-1	501-1	502-1	503-1	504-1	505-1	506-1	507-1	508-1	509-1	510-1	511-1	512-1	513-1	514-1	515-1	516-1	517-1	518-1	519-1	520-1	521-1	522-1	523-1	524-1	525-1	526-1	527-1	528-1	529-1	530-1	531-1	532-1	533-1	534-1	535-1	536-1	537-1	538-1	539-1	540-1	541-1	542-1	543-1	544-1	545-1	546-1	547-1	548-1	549-1	550-1	551-1	552-1	553-1	554-1	555-1	556-1	557-1	558-1	559-1	560-1	561-1	562-1	563-1	564-1	565-1	566-1	567-1	568-1	569-1	570-1	571-1	572-1	573-1	574-1	575-1	576-1	577-1	578-1	579-1	580-1	581-1	582-1	583-1	584-1	585-1	586-1	587-1	588-1	589-1	590-1	591-1	592-1	593-1	594-1	595-1	596-1	597-1	598-1	599-1	600-1	601-1	602-1	603-1	604-1	605-1	606-1	607-1	608-1	609-1	610-1	611-1	612-1	613-1	614-1	615-1	616-1	617-1	618-1	619-1	620-1	621-1	622-1	623-1	624-1	625-1	626-1	627-1	628-1	629-1	630-1	631-1	632-1	633-1	634-1	635-1	636-1	637-1	638-1	639-1	640-1	641-1	642-1	643-1	644-1	645-1	646-1	647-1	648-1	649-1	650-1	651-1	652-1	653-1	654-1	655-1	656-1	657-1	658-1	659-1	660-1	661-1	662-1	663-1	664-1	665-1	666-1	667-1	668-1	669-1	670-1	671-1	672-1	673-1	674-1	675-1	676-1	677-1	678-1	679-1	680-1	681-1	682-1	683-1	684-1	685-1	686-1	687-1	688-1	689-1	690-1	691-1	692-1	693-1	694-1	695-1	696-1	697-1	698-1	699-1	700-1	701-1	702-1	703-1	704-1	705-1	706-1	707-1	708-1	709-1	710-1	711-1	712-1	713-1	714-1	715-1	716-1	717-1	718-1	719-1	720-1	721-1	722-1	723-1	724-1	725-1	726-1	727-1	728-1	729-1	730-1	731-1	732-1	733-1	734-1	735-1	736-1	737-1	738-1	739-1	740-1	741-1	742-1	743-1	744-1	745-1	746-1	747-1	748-1	749-1	750-1	751-1	752-1	753-1	754-1	755-1	756-1	757-1	758-1	759-1	760-1	761-1	762-1	763-1	764-1	765-1	766-1	767-1	768-1	769-1	770-1	771-1	772-1	773-1	774-1	775-1	776-1	777-1	778-1	779-1	780-1	781-1	782-1	783-1	784-1	785-1	786-1	787-1	788-1	789-1	790-1	791-1	792-1	793-1	794-1	795-1	796-1	797-1	798-1	799-1	800-1	801-1	802-1	803-1	804-1	805-1	806-1	807-1	808-1	809-1	810-1	811-1	812-1	813-1	814-1	815-1	816-1	817-1	818-1	819-1	820-1	821-1	822-1	823-1	824-1	825-1	826-1	827-1	828-1	829-1	830-1	831-1	832-1	833-1	834-1	835-1	836-1	837-1	838-1	839-1	840-1	841-1	842-1	843-1	844-1	845-1	846-1	847-1	848-1	849-1	850-1	851-1	852-1	853-1	854-1	855-1	856-1	857-1	858-1	859-1	860-1	861-1	862-1	863-1	864-1	865-1	866-1	867-1	868-1	869-1	870-1	871-1	872-1	873-1	874-1	875-1	876-1	877-1	878-1	879-1	880-1	881-1	882-1	883-1	884-1	885-1	886-1	887-1	888-1	889-1	890-1	891-1	892-1	893-1	894-1	895-1	896-1	897-1	898-1	899-1	900-1	901-1	902-1	903-1	904-1	905-1	906-1	907-1	908-1	909-1	910-1	911-1	912-1	913-1	914-1	915-1	916-1	917-1	918-1	919-1	920-1	921-1	922-1	923-1	924-1	925-1	926-1	927-1	928-1	929-1	930-1	931-1	932-1	933-1	934-1	935-1	936-1	937-1	938-1	939-1	940-1	941-1	942-1	943-1	944-1	945-1	946-1	947-1	948-1	949-1	950-1	951-1	952-1	953-1	954-1	955-1	956-1	957-1	958-1	959-1	960-1	961-1	962-1	963-1	964-1	965-1	966-1	967-1	968-1	969-1	970-1	971-1	972-1	973-1	974-1	975-1	976-1	977-1	978-1	979-1	980-1	981-1	982-1	983-1	984-1	985-1	986-1	987-1	988-1	989-1	990-1	991-1	992-1	993-1	994-1	995-1	996-1	997-1	998-1	999-1	1000-1
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MANPOWER DEVELOPMENT OFFICE

MAY 1968

COMMITTEE FOR JOBS, INC.

APPLICANT FILE LISTING (NUMBERED FIELDS PER REGISTRATION FORM)

APPLICANT RECORD - ITEMS PER PRINTED LINE

LINE 1 = SOC.SEC.NO., AGENCY-COUNSELOR I.D., APPL. NAME, STREET ADDRESS, CITY, ZIP, TELEPHONE, BIRTHDATE = CARD 1
 LINE 2 = ETHNIC GR., MAR.STATUS, LANG.ABILITY, HI.SCHOOL YR., CURR.EMPL., # WKS SINCE EMPL., WORK P/T, WORK TEMP., C
 HEALTH, DRAFT STATUS, DISCHARGE, CITIZENSHIP, SEC.CLINCE A
 LINE 3 = PINCIPLE, ARREST RECD., CONVICTION, DR.ALICENSE, USE OF CAR, HEAD OF HOUSEHOLD, PRI.WAGE EARNER D
 SOURCES OF H/H INCOME (NONE/WGS/WFR/S-S/RET/COMP), # OF DEP., # CHLD >5, PREV.MO.H/H INC., UNION 2
 LINE 4 = CURR.DOT., # MO.EXP., PREV.DOT., # MO.EXP., SCX, ROY/WORK, LIFT, STOOP, REACH, TALK/HEAR, SEE, PAY/TRA.DOT CARD
 LINE 5 = JOB CHJCTV DOT, EST.X EMPL. # 3
 LINE 6 = SOCIAL ATTITUDES RESPONSES (35 QUESTIONS) AND SCORES ON 5 RESPECTIVE DIMENSIONS
 LINE 7 = NO. TIMES APPLICANT SELECTED FOR A JOB (BY MONTH) - JAN. THROUGH DEC.
 LINE 8 = I.D. NUMBERS OF LAST 10 JOBS APPLICANT WAS SELECTED FOR
 LINE 9 = JOB HISTORY OF LAST 3 JOBS HELD I.D., STARTING DATE, TERM.DATE, REASON FOR TERM.)
 LINE 10 = SUPPORTING SERVICES HISTORY (SERV.CODE, STARTING DATE, ENDING DATE, NO.TIMES REFERRED, DISPOSITION CODE) - MAX. 3 PER LINE
 LINE 11 = SAME AS LINE 10
 LINE 12 = SAME AS LINE 11
 LINE 13 = SAME AS LINE 12, EXCEPT 1 SUPP.SERVICE HISTORY ONLY
 LINE 14 = WEEK/ENDING DATE APPLICANT REGISTERED, CURR.STATUS (ACTIVE/DELETED)



APPLICANT FILE LISTING (NUMBERED FIELDS PER REGISTRATION FORM)

545-67-7531	44-01	WELLS JAMES H	11-1	4406	OFFCAN VIEW BLVD	S D.	264-1309	04-10-44	17-	18-1	19-1	1
7-2	8-2	9-1	10-12	12-30	13-1	14-1	15-1	16-3A	30-079	31-079	32-	2
20-2	21-2	22-4	23-1	25-1	26-1	27-3	28-03	29-2	43-1	44-1	45-	000
33-810000	34-	35-306000	36-	38-2	39-4	40-1	41-1	42-1				3
46-810000	47-50											

SOC. ATTY. & DIMENSNS.
NO. TIMES SELECTED/MONTH
JOB ID/S SELECTED FOR
JOB HISTORY /MAX. 3/

APPL. REGISTERED 01-10-70 APPLICANT STATUS - A LAST FILE UPDATE 01-24-70

545-72-7366	66-08	MARRY CHARLES J	11-1	6039	BROADWAY	S D.	262-7624	12-10-48	17-	18-1	19-2	1
7-1	8-2	9-2	10-11	12-02	13-1	14-1	15-1	16-3A	30-550	31-550	32-1	64
20-2	21-1	22-1	23-3	25-2	26-2	27-2	28-02	29-1	43-1	44-1	45-925000	2
33-859000	34-	35-518000	36- 3	38-2	39-3	40-1	41-1	42-1				3
46-859000	47-95											

SOC. ATTY. & DIMENSNS.
NO. TIMES SELECTED/MONTH
JOB ID/S SELECTED FOR
JOB HISTORY /MAX. 3/

APPL. REGISTERED 01-10-70 APPLICANT STATUS - A LAST FILE UPDATE 01-24-70

545-90-6046	22-05	STONE VIRGIL F	11-1	1782	ELM ST	S D.	423-1848	08-14-51	17-	18-1	19-2	1
7-5	8-1	9-1	10-11	12-16	13-2	14-2	15-1	16-1	30-000	31-250	32-	2
20-2	21-1	22-1	23-0	25-1	26-1	27-23	28-00	29-0	43-1	44-1	45-	000
33-382000	34-	35-302000	36-	38-2	39-2	40-1	41-1	42-1				3
46-382000	47-50											

SOC. ATTY. & DIMENSNS.
NO. TIMES SELECTED/MONTH
JOB ID/S SELECTED FOR
JOB HISTORY /MAX. 3/

APPL. REGISTERED 01-10-70 APPLICANT STATUS - A LAST FILE UPDATE 01-24-70



SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
FOR THE CITY OF SAN DIEGO, CALIFORNIA

CHAPTER X
INTER-AGENCY AND OTHER WORKING
AGREEMENTS

INTRODUCTION

Inter-agency and other working agreements are an important part of any well planned, well organized system which relies upon exterior agency support and serves as an integral part of its overall plan. Documentation of these plans and agreements facilitates understanding and co-operation between the organizations.

STANDARD AGREEMENT DESIGN

The sample agreements illustrated on the following pages fall into three general categories: (1) "Service Agreement, Intake Agencies;" (2) "Service Agreement, Supportive Service Organization;" (3) "Service Agreement, Employers." These agreements, although designed to accomplish common goals, contain 'general conditions' which were standard for all participants, and 'special conditions' which were dependent upon the specific function or service the agency or organization would fulfill. These agreements were purposely written in a manner which did not commit a participant to an "iron-clad" contract, but permitted considerable latitude for both interpretation and execution.

It is recognized that some agencies, specifically governmental, could not sign the standard agreement without some sanction or approval by their legislative bodies. Soliciting such agencies to use the standard agreement was a difficult, if not impossible task. However, requiring the agencies to submit a letter of intent, capturing the 'philosophy' of the standard agreement, brought an entirely different and more satisfactory response. That is in most instances, local directors have the latitude to commit their agencies to at least this degree. On the following pages is a sample of a typical letter of intent from an agency not able to sign the standard agreement without legislative action.

EXECUTION OF AGREEMENTS

The approach to executing the agreements is divided into three phases: (1) Information conferences; (2) Follow-up letters of solicitation; and (3) Individual field presentations.



SERVICE AGREEMENT: INTAKE AGENCIES

General Conditions:

Separate agreements between the Mayor's Committee for Jobs, Inc. and the various agencies and organizations participating in the demonstration project will be executed. These agreements will cover the three major areas of consideration: (1) outreach and recruitment (intake), (2) professional and para-professional support services, and (3) job development and placement (employers).

The Manpower Development Office of the Mayor's Committee for Jobs, Inc. is the project manager. Its primary duties entail the coordination of the three general groups mentioned above. A sophisticated matching of people and jobs is the goal of the Comprehensive Manpower Plan.

Continuous evaluation and upgrading will be the watchword of the project manager. A six-month time frame has been decided upon to operate the model. Results will be candidly reported, and if the plan has real merit it will be recommended for augmentation in other cities across the nation.

Participants are enjoined to perform their respective roles with enthusiasm and candor. A commitment to give forth a sincere effort in consummating the tasks peculiar to your operation, as they relate to the demonstration project, is required. Anything short of a first-rate performance cannot be tolerated during the demonstration phase.

The project manager represents the linkage between the major participants. Representatives (preferably decision makers) from the agencies and organizations having service agreements with the MDO project will be brought together periodically for progress reports from the manager and for an exchange of views. Since this program is a demonstration model, constructive input is welcome and necessary. Continuous evaluation will be provided by the MDO and furnished to the participants.

A working (service) agreement is herewith executed between the San Diego Mayor's Committee for Jobs, Inc. and _____. As mutual participants in a demonstration model of a comprehensive manpower plan, the latter agrees to the following special conditions as well as the general conditions above:

1. to assist in outreach, recruitment, intake, preliminary counseling and assessment (classification) of un/underemployed persons for testing the people and jobs matching concept.
2. to utilize the random sample method in selecting those persons to be processed under this concept.
3. to assist the applicant in making comprehensive and candid entries on the standard demonstration model application form.
4. to assist the central office by forwarding additional information or recommendations for inclusion and updating the clients' master data record.

San Diego Mayor's Committee for Jobs, Inc.
(agency or organization)

By: _____
(title)

Date: _____

(agency or organization)

By: _____
(title)

Date: _____

SERVICE AGREEMENT: SUPPORTIVE SERVICES ORGANIZATION

General Conditions:

Separate agreements between the Mayor's Committee for Jobs, Inc. and the various agencies and organizations participating in the demonstration project will be executed. These agreements will cover the three major areas of consideration: (1) outreach and recruitment (intake), (2) professional and para-professional support services, and (3) job development and placement (employers).

The Manpower Development Office of the Mayor's Committee for Jobs, Inc. is the project manager. Its primary duties entail the coordination of the three general groups mentioned above. A sophisticated matching of people and jobs is the goal of the Comprehensive Manpower Plan.

Continuous evaluation and upgrading will be the watchword of the project manager. A six-month time frame has been decided upon to operate the model. Results will be candidly reported, and if the plan has real merit it will be recommended for augmentation in other cities across the nation.

Participants are enjoined to perform their respective roles with enthusiasm and candor. A commitment to give forth a sincere effort in consummating the tasks peculiar to your operation, as they relate to the demonstration project, is required. Anything short of a first-rate performance cannot be tolerated during the demonstration phase.

The project manager represents the linkage between the major participants. Representatives (preferably decision makers) from the agencies and organizations having service agreements with the MDO project will be brought together periodically for progress reports from the manager and for an exchange of views. Since this program is a demonstration model, constructive input is welcome and necessary. Continuous evaluation will be provided by the MDO and furnished to the participants.

A working (service) agreement is herewith executed between the San Diego Mayor's Committee for Jobs, Inc. and _____. As mutual participants in a demonstration model of a comprehensive manpower plan, the latter agrees to the following special conditions as well as the general conditions above:

1. to provide the support service or services unique to _____ (name of organization) within the framework of good practice and professional ethics, to persons referred for remedial help.
2. to assist the central office by forwarding information and recommendations relative to persons served on this program, for inclusion and updating their respective master data records.

San Diego Mayor's Committee for Jobs, Inc.
(agency or organization)

By: _____
(title)

Date: _____

(agency or organization)

By: _____
(title)

Date: _____

SERVICE AGREEMENT: EMPLOYERS

General Conditions:

Separate agreements between the Mayor's Committee for Jobs, Inc. and the various agencies and organizations participating in the demonstration project will be executed. These agreements will cover the three major areas of consideration: (1) outreach and recruitment (intake), (2) professional and para-professional support services, and (3) job development and placement (employers).

The Manpower Development Office of the Mayor's Committee for Jobs, Inc. is the project manager. Its primary duties entail the coordination of the three general groups mentioned above. A sophisticated matching of people and jobs is the goal of the Comprehensive Manpower Plan.

Continuous evaluation and upgrading will be the watchword of the project manager. A six-month time frame has been decided upon to operate the model. Results will be candidly reported, and if the plan has real merit it will be recommended for augmentation in other cities across the nation.

Participants are enjoined to perform their respective roles with enthusiasm and candor. A commitment to give forth a sincere effort in consummating the tasks peculiar to your operation, as they relate to the demonstration project, is required. Anything short of a first-rate performance cannot be tolerated during the demonstration phase.

The project manager represents the linkage between the major participants. Representatives (preferably decision makers) from the agencies and organizations having service agreements with the MDO project will be brought together periodically for progress reports from the manager and for an exchange of views. Since this program is a demonstration model, constructive input is welcome and necessary. Continuous evaluation will be provided by the MDO and furnished to the participants.

A working (service) agreement is herewith executed between the San Diego Mayor's Committee for Jobs, Inc. and _____. As mutual participants in a demonstration model of a comprehensive manpower plan, the latter agrees to the following special conditions as well as the general conditions above:

1. to assist in job development and placement of un/underemployed persons, within the framework of the people and jobs matching concept.
2. to use the standard job opening form in describing personnel requirements for available work situations.
3. to assist the central office by forwarding information and recommendations relative to persons interviewed and/or placed, for inclusion and updating their respective master data records.

San Diego Mayor's Committee for Jobs, Inc.

(agency or organization)

By: _____
(title)

Date: _____

(agency or organization)

By: _____
(title)

Date: _____

SAN DIEGO SERVICE CENTER

735 NATIONAL AVENUE
SAN DIEGO, CALIF. 92113
TELEPHONE: 262-0841



October 29, 1969

San Diego Mayor's Committee for Jobs, Inc.
5433 Linda Vista Road, Suite B
San Diego, California 92110

SUBJECT: A Conditional Working Agreement Between San Diego Service
Center and San Diego Mayor's Committee for Jobs

1. The Service Center agrees to participate in the demonstration model of a comprehensive manpower plan operated by the Mayor's Committee for Jobs.
2. The limits on such participation are flexible yet conditioned by Department of Human Resources Development, San Diego Service Center regulations, available resources, duration, etc.
3. This working agreement may be terminated for cause, without advance notice and at any time, but in any event, not later than May 1, 1970.
4. Nothing in this agreement shall be construed as legally compelling upon this public agency to perform or otherwise participate in any activity not absolutely agreeable to the Center Manager or his designated agent.


JOHN S. CALDERAS, MANAGER
SAN DIEGO SERVICE CENTER

JSC:mo

Phase one attempted to secure the necessary agreements through the holding of a conference entitled "New Trends in Manpower Seminar" (Schedule and Keynote Addresses - Appendix E) provided the opportunity to bring together a large group of potential participants. At that time the purposes and intents of the "Comprehensive Manpower Plan" were presented and explained.

On the following page is a sample letter soliciting agency participation in the plan and is the general approach used for phase two.

The most effective of the approaches occurred in phase three. In this phase, selected MDO staff members accompanied by consultants, made appointments for field presentations to describe the manner in which selected agencies might participate in the total plan concept. These presentations were informal discussions concerning forms to be used, procedures to be applied, coordination required, space and facility requirements, and in general, how an agency could most effectively support the plan. The presentation also indicated that the agency's operating staff needed to receive in-service training in order to effectively implement the plan. This in-service training or 'indoctrination' is further discussed in Chapter XIII, Section III, "Operating the Model." In several instances these presentations resulted in the immediate signing of the standard agreement.

SUMMARY

The importance of the inter-agency and other working agreements cannot be over-emphasized as they are the documented connecting links between services needed and services to be rendered. It is important that the extent of participation of the agencies be clearly documented in order that (1) operating staff of the agency understand the commitment, and (2) the referring counselors understand the extent and limitation of services being offered by such agencies.

SAN DIEGO
MAYOR'S COMMITTEE FOR JOBS, INC.
MANPOWER DEVELOPMENT OFFICE

5433 LINDA VISTA RD. • SUITE B, SAN DIEGO • CALIFORNIA 92110
PHONE 297-4386

JOSEPH J. FISCH, ATTORNEY
Chairman of the Board

JOE D. CASILLAS
Executive Director

December 10, 1969

Dear _____:

Implementation of the demonstration model of our Comprehensive Manpower Plan has been achieved and actual operation has commenced.

You may recall that an integral component of the plan is a computerized "job bank". The enclosed job opening requisition form has been designed to afford employment personnel and key-punch operators common utility.

It is necessary at this time to solicit and develop job opportunities for input into the "bank". If you have any current or future openings, be they executive or entry-level, you are urged to share them with us. Only job-ready personnel will be referred for interviews.

Our applicant file is also computerized and is called a "skills bank". Intake counselors literally "program" disadvantaged persons for services and training which they require to achieve job-readiness. Only when the prospective employee has completed such a program is an interview referral made.

Please call our office if you have any questions or better yet, if you have any job openings!

Very sincerely,

Joe D. Casillas

JDC:smk

Enclosure

SECTION II - DESIGN CONCEPT OF
A "COMPREHENSIVE MANPOWER PLAN"
FOR THE CITY OF SAN DIEGO, CALIFORNIA

CHAPTER XI
"FRAG-NETING" THE PLAN

The basic "PERT" diagram described in Chapter v shows the activities and the events sequencing for processing an individual through the plan. However, the procedures and processes used by participating agencies as activities of the plan are unique to that agency and are sufficiently complex as to prohibit their inclusion on a "basic plan" diagram. The events occurring in the agency, as they relate to the activity of that agency, are important factors that must be considered when planning services for a client. A flow chart representation of an activity displaying the events and sequencing of those events for the activity is called a "fragnet".

This "fragnetting" of an agency's events of an activity provides an easily understood graphic representation for use by all operating personnel of the 'system.' Illustrated on the following page is a typical support agency "fragnet." Although general in nature, it serves to depict the types of services available in the agency and the sequencing of events within that agency. Also illustrated in Chapter XII is the "Clearing House 'Fragnet'".

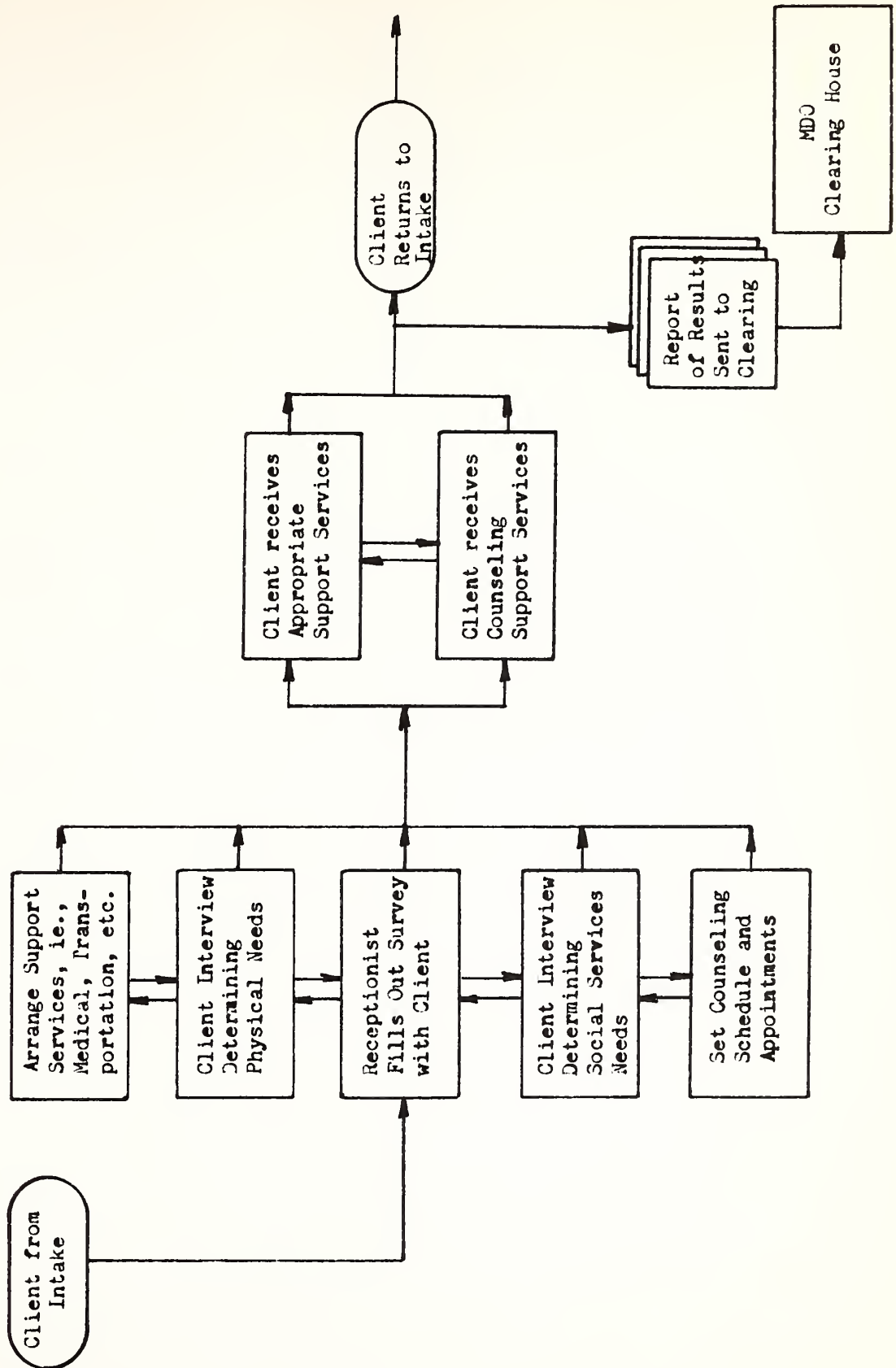
In actual operation, each activity represented on the "Comprehensive Manpower Plan" must be "fragneted" to show the essential inner-workings of all participating agencies, in record form, for intelligent application of their services. Individual agency "fragnets" may also be used for "locator information" when attempting to determine the progress of a client within the agencies system.

The "fragnet" of an agency should include illustration of applicable agency processing forms used, the flow of these forms, and at what point they are re-introduced into the plan by being returned to the "Clearing House".

SUMMARY

The "fragnets" are flow chart representations of the multiple functions that are activated and effectuated within an agency when a client has been referred for a service or assistance that is provided by that particular agency. Future comprehensive plans of extended duration and scope should have "fragnet" expansion of the basic "PERT" or other flow chart representation. To properly utilize the information retrieval characteristics of a computer oriented manpower plan, it is essential to have the procedures of participating agencies explained in simplified form. This can be accomplished by "fragnetting" all components of the basic plan.

TYPICAL SUPPORT AGENCY "FRAGNET"



SECTION III - "MOUNTING" THE DEMONSTRATION MODEL

CHAPTER XII THE "CLEARING HOUSE" FUNCTION

INTRODUCTION

Good management procedures indicate that a facility, streamlined and efficient, is essential to the successful operation of any well designed business or organizational system. Therefore, the "Clearing House" concept managed by the competent staff of the M.D.O. office of the Mayor's Committee for Jobs, Inc., was devised as a working entity responsible for providing this function.

ORGANIZATIONAL STRUCTURE

As in any successful system, organizational structure designed to produce the desired results, with the most efficiency and least amount of wasted effort, should be well thought out and sufficiently documented. The organizational chart shown on the following page is an example of one well planned and well structured concept.

OPERATIONAL CONCEPT

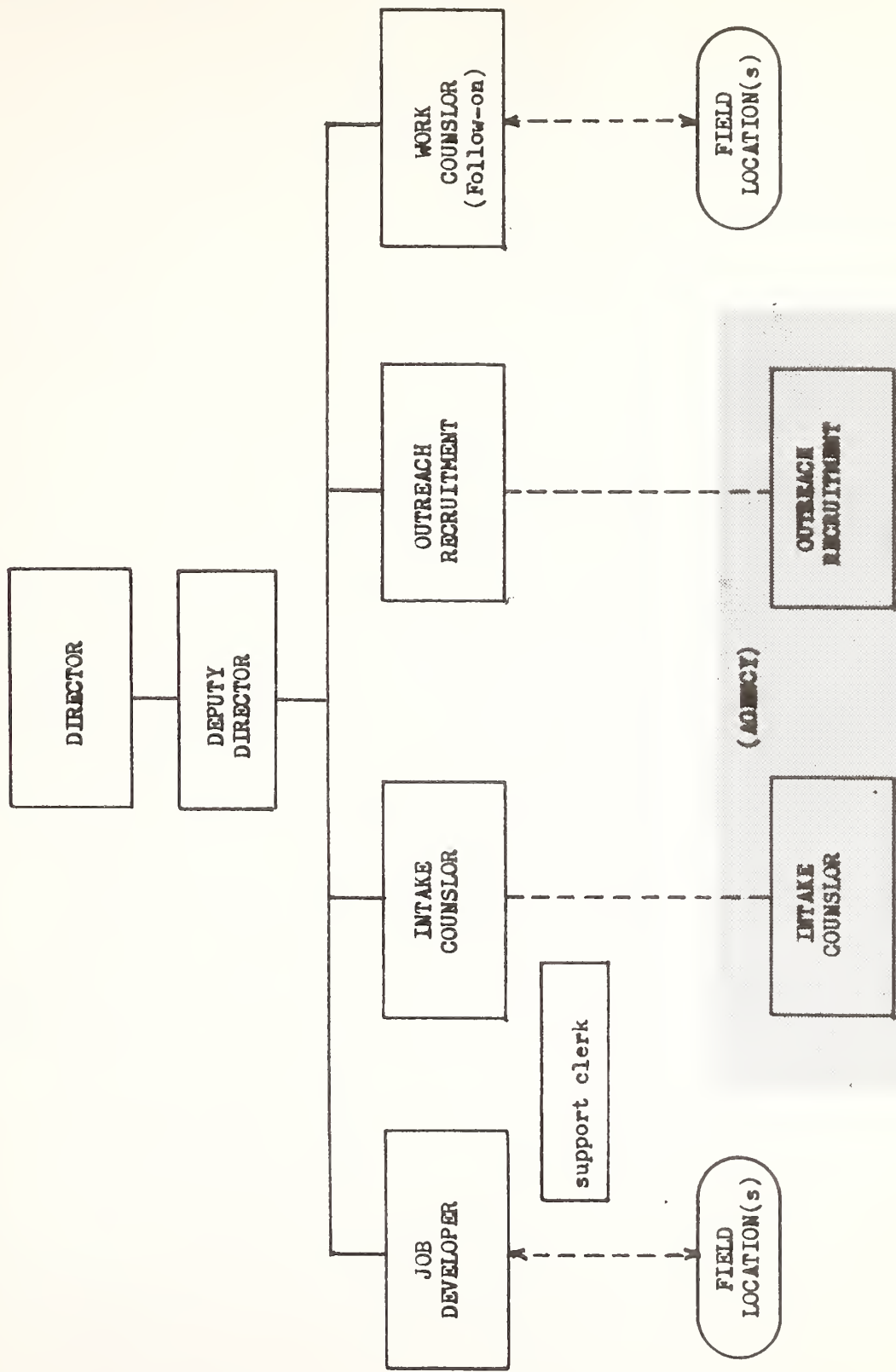
The management and operation of the "Clearing House" is designed to provide the necessary direction, linkage, and liaison between community organizations and centers, social service and employee development agencies, public and private sector employers, and several levels of governmental structure in order to provide a fully managed program from outreach and intake through various supportive services to the "world of work". The chart entitled "Clearing House Fragnet" graphically illustrates this concept.

STAFF QUALIFICATIONS

The results of our study have indicated that selection of qualified staff is crucial. In addition to the usual experience and qualifications, the following attributes are considered as essential for professional level and above.

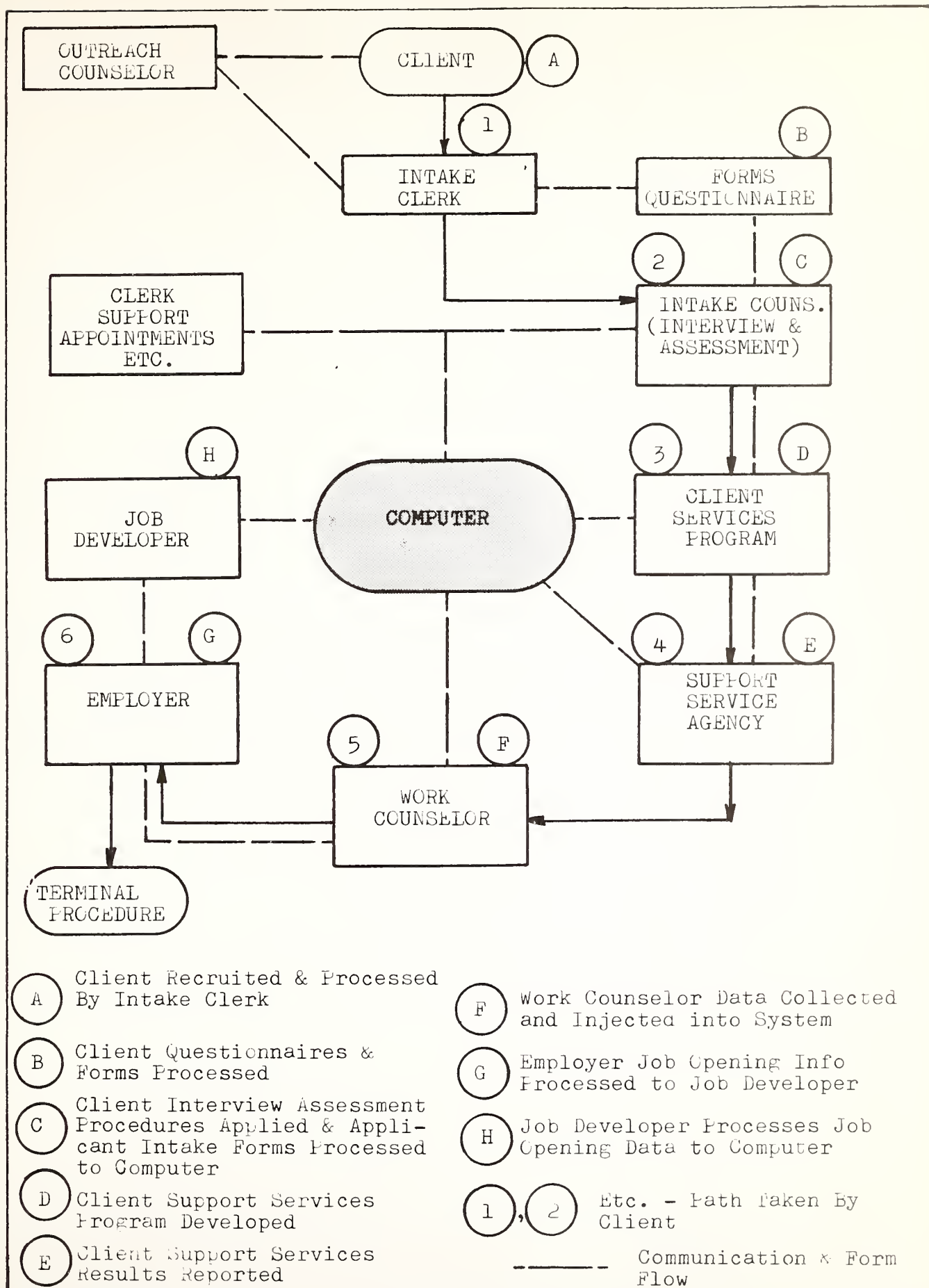
Executive Levels:

1. The professional at this level should be experienced in collecting and collating social, political, economic, and cultural data; he should have the maturity to analyze these and other pertinent conditions within the area served.
2. In addition to the usual sensitivity toward the ethnic and disadvantaged, the executive must be equally sensitive to the prevailing systems and establishment philosophies.



ORGANIZATION CHART - CLEARING HOUSE

CLEARING HOUSE "FRAGNET"



Professional Levels

1. This professional must possess maturity of judgment and ability to deal with a broad cross-section of social, economic and cultural backgrounds.
2. He must recognize the necessity of producing results within the specified parameters of the plan.

Experience has indicated that personnel with the Graduate School of Social Work and the Graduate School of Counseling tend to over identify with clients to the detriment of the design of this programmatic approach; except at the professional levels of outreach or follow-up job counseling.

SUMMARY

The central office, or "Clearing House", is the hub of all of the functions of the "Comprehensive Manpower Plan". That is to say, it is the decision-making center which controls the flow of communication between all branches and sub-functions within the system. It is essential that the limited staffing (within the physical confines) of the "Clearing House" be of the highest administrative caliber and that their knowledge of the inner-most intricate workings of the entire plan be of such depth as to preclude malfunction or abortion of the system. It is essential that the philosophy of operation of the "Clearing House" remain as humanistic as is possible in order that we may never lose sight of the fact that we are dealing in a plan designed to serve people and not machines. We therefore visualize that whatever automated assistance might be injected into the system, that these key persons will still maintain the needed flexibility to modify, improve upon, or delete various weaknesses that may arise from time to time.

SECTION III - "MOUNTING" THE DEMONSTRATION MODEL

CHAPTER XIII OPERATION OF THE MODEL

INTRODUCTION

Having completed the preliminary plan and necessary program criteria, operation of the "model" began with a preparatory test phase. To preclude any deleterious effect upon actual "clients" by this test, and still elicit sufficient indication that the basic concepts of the system were still valid, a 'dry-run', using simulated information, was deemed necessary. Following successful testing of the limited program, the operational concept of the demonstration model was started. Continuous evaluation during operation of the model provided refinement for the final system.

STAFF SELECTION

As operating managers of the model, the MDO Director and the Deputy Director, with the assistance of consultants, interviewed and selected six intake counselors from the Graduate School of Counselor Education at San Diego State College. The counselors also functioned as the follow-on job counselors.

These persons were graduate students, academically trained and currently participating in the field work portion of their scholastic program. They were selected on the basis of their academic standing, enthusiasm, expressed interest, attitude, and upon recommendation of their Instructor/Counselor. They further represented an adequate cross-section of ethnic backgrounds of both male and female gender. As graduate students, although lacking in experience and appearing young in age, they successfully demonstrated their ability to relate and communicate in any and all situations. However, their inexperience did hinder their ability to exercise sound judgement and maintain sufficient understanding of program design and direction.

In such a critical position of Intake Counselor, where adherence to policy, procedure and guidelines must be complete and dedicated, the current "anti-systems attitude" of the social science student seems not to lend itself to such highly structured situations. A more appropriate assignment for these persons might have been in outreach and/or job counselor positions where their more liberal attitude provides encouragement and identification for the client served.

Other functions, such as outreach, were accomplished by cooperating agency's staff personnel. Since local governmental agencies agreed to provide the bulk of job opportunities for purposes of the demonstration model, the position of Job Developer was held in abeyance until the latter stages of the test

program. Because these individual job categories were limited in number, the Job Developer concentrated his efforts in the private employer sector. A report of these results is contained in Appendix F of this report.

OPERATIONAL CONCEPT

The operational concept includes outreach, intake and assessment, support and referral, job development, placement and 'follow-on'. These processes are designed to move the client from entry toward employment as rapidly and as efficiently as is possible.

The outreach process was conducted by participating outreach agencies under the direction of "Clearing House" staff. Their indoctrination into the system and explanation of their responsibilities to the system was conducted by the management staff of the clearing house, with the aid of consultants. This indoctrination program was presented in a 'workshop' setting; it covered the plan overview, forms and procedures, quotas, and special recruitment statements and procedures. Where outreach professionals are not from outreach agencies, they may need a more in-depth basic indoctrination. Although not done in this demonstration model, outreach agents must also be familiarized with the community and its people before actual recruitment is attempted.

The intake process requires that the intake counselor possess knowledge of the community, the plan, patterns of human behavior, and social and personal problems anticipated. A key function in the system, the intake process must concern itself with the person and his "need" regardless of the request or problem he specifies. The study disclosed that a procedural checklist was necessary for counselor use to avoid inadvertent questioning of clients in areas where services cannot be provided by the system. By respecting the client's right to self determination, by use of the check list, the client understands that only through mutual sharing of pertinent and factual knowledge is he able to choose what is best for himself.

In the indoctrination of the six counselors selected, the use of prepared forms and related procedures, exposure to the community, knowledge of available support services, importance of adherence to the sequence of events, and activities to be used within the system were discussed.

The survey of the client's attitudes and the applicant data form provide the initial basis for assessment. The assessment of the client's needs at the intake interview, along with data from the accompanying forms are the basis for determining the type(s) of supportive services which must be scheduled. In cooperation with the client, a plan

for services is developed; it is realistic and takes into account the needs of the client as they relate to the movement toward his ultimate goal of employment. This plan and all documents relating to the client should be introduced into the system at this point. In addition, the assessment and service plan should be reviewed as often as is necessary, and no less often than monthly, to assure that the objectives designated are being effectively realized. The importance of 'client understanding' of the service plan, and its scheduled appointments, cannot be over emphasized; nor can the written notification to agencies supplying supportive services, confirming appointments, be overlooked.

The support service agency, after "treating" the client, notifies the clearing house by appropriate established procedures, of the results of its efforts and returns the client to the intake system for the next step in his service plan.

Job development is an on-going process designed to locate and identify job opportunities on a random basis. The job opportunities are introduced into the Computer Job Bank by the developer via the Job Opening form. Conversely, the Job Opening form is also used for up-dating and closing out of filled or no longer valid job openings. A secondary responsibility of the job developer is to monitor the monthly printout as regards applicants not matched during the current month, and to perform such specialized job development as is necessary to obtain employment within the capability of the unmatched client. In most instances the job developer in this system would not have direct contact with the client, but would assist the job counselor by introducing him to the employer.

The client, after having completed all the steps scheduled in the support service plan is then assigned to a Work Counselor, by the Intake Counselor.

The work counselor, with assistance from the job developer, is responsible for monitoring the weekly computer printouts for job matches and assuring that where matches are made, the job opening is verified and the client is notified of the job availability. The client is then provided assistance, as necessary, to be accepted in the job position. When the employer accepts the applicant, the work counselor initiates the proper procedures to up-date the computer information bank.

On a continuing basis, the work counselor maintains personal contact with the client and counsels as needed until such time as the client may be considered to be self-sustaining. Pertinent follow-on information is collected and injected into the computer system for future use as reference data.

Provision is made, in the computer program design, to alert the system to termination and to re-introduce the client into the intake process where he may be re-evaluated and supported in his efforts toward successful employment, thereby completing a "closed loop circuit".

SECTION IV SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

CHAPTER XIV

SUMMARY AND CONCLUSIONS

Using the data collected during the preliminary study phase, a basic profile of the "hardcore unemployed person" was developed. Concurrently, support service agencies then in operation within San Diego County were inventoried and catalogued for future use in the "Comprehensive Manpower Plan".

With the development of the Comprehensive Manpower Plan overview, several aspects of the program took on additional value and increased importance as the study progressed. For instance, attitudes of potential employees toward the 'world of work' indicated a need for considerable adjustment before actually committing a person to an employer. Also the mono-lingual Mexican American would need assistance in applying for work as well as a need for learning sufficient English to sustain him in employment. Child care for the female worker and basic medical needs for both male and female applicants became increasingly evident. Inter-agency communication and knowledge of 'what the other guy is doing' were also important items for concern and consideration. Along with decisions on 'how to accomplish' the above aspects, it was agreed that continuous planning and updating of information would be paramount to resourceful program development.

It was also agreed that a work plan schedule be devised, outlining the basic tasks to be accomplished in order to satisfy the scope of this project. As work progressed toward the accomplishment of the fourteen tasks of the work plan schedule it became increasingly evident that special emphasis would be required to obtain support service agreements. It was necessary to accept verbal commitments, and in at least one case a letter of intent was submitted in lieu of the standard agreement form. Employers were reluctant to sign formal agreements but in some instances were willing to participate on an informal basis.

Positive aspects relating to participating employers were found in the area of local governmental agencies, who supplied the bulk of the job openings utilized in the demonstration model. Later job development efforts did give good indication that it was possible to develop jobs with private employers. However, special techniques and more time than was allowed would be necessary to develop those jobs as employer problems vary greatly from one employer to another.

Following the programming of the computer with available job openings, counselor staff was hired, indoctrinated, and

and assigned to several participating out-reach and intake agencies to begin processing applicants. The gathering of applicant data and assessment information then began to flow through the clearing house into the computer where job matches were made. Weekly print-outs were made available to the counselors for use in developing the clients support service plan and employment possibilities. There were instances in which a computer match was made, but by the time the client had been processed to the employer's place of business, the job opening was no longer valid. This resulted in added frustration, disillusionment, and a general lack of confidence in the plan by both the client and counselor personnel. In part, although brought about by supplying the computer with near outdated employment information, this disillusionment was further fostered by lack of a clear understanding of the "SYSTEM" and its designed purposes on the part of out-reach agency personnel. They supplied applicants with incomplete and in some cases incorrect information about the immediate availability of job openings.

The role of the "Clearing House" operation, although clearly defined for work flow processes, was insufficient for easy identification of and interpretation of outdated or incorrect information filtering into the processes of the system. In general the project proceeded as it was designed; its objectives were met and "Plan" feasibility was proven. Where shortcomings were evident, recommendations on the following pages should adequately repair the problems for future applications.

RECOMMENDATIONS

A broad overview of the completed report suggests that the specific conclusions and recommendations could be consolidated into a limited grouping with real value and purpose for the expansion and improvement of the plan. They are stated as concisely as is consistent with clarity:

1. For future applications, in addition to the "Work Plan Schedule", an order of priorities for accomplishment of the tasks should be developed.
2. Evaluation methodology and procedures must be developed and designed in advance of implementing any task or phase of program operation.
3. The design of the "Applicant Intake Registration Form" should be expanded to develop pertinent sociological data for use by the intake counselor for assessment purposes. Specific questions could be developed and printed on the reverse of the form. Also, Card 3 information (Items 33-38) should be expanded to include provision for at least two additional D.O.T. classifications. Avocational endeavors could also be listed.

4. The Job Opening Requisition Form should be expanded by including on the reverse side additional employer information such as vacations, insurance programs, other fringe benefits, and other employer information listed on the employer's job description but not contained elsewhere on the form. No attempt should be made to key-punch this type of information as in most instances it is peculiar to a given employer.
5. Although a skills vocabulary "peculiar" to the City of San Diego was not developed as planned, consideration should be given to development of a more appropriate skills vocabulary than that afforded by the D.O.T.
6. When developing plans for a comprehensive manpower system in other areas, special consideration should be given to involving community groups, political factions, employer groups, unions and bargaining agencies, municipal and other government agencies in the planning stages of system development.

APPENDIX A

U.S. DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION OFFICE OF TECHNICAL ASSISTANCE

Technical Assistance Grant Project No. 07-6-09122-2
Grantee: Mayor's Committee for Jobs, Inc.
Title: Manpower Coordination Program Continuation

SPECIAL TERMS AND CONDITIONS

For Technical Assistance Grant Under Title III, Section 301(a) of the Public Works and Economic Development Act of 1965

1. The Scope of Work of the Grantee under this Grant, the term of which is twelve (12) months from the effective date of this grant, shall be the following:
 1. Develop a comprehensive manpower plan for the San Diego area, including recommendations for its implementation, which can be used as a demonstration model for other areas.
 2. Assess the characteristics of the unemployed in the San Diego area, in order to set goals regarding manpower services needs, to establish criterion regarding services, and to make decisions concerning the coordination of manpower resources.
 3. Develop cooperative working arrangements with existing manpower services agencies in order to coordinate their activities and effect needed changes in services delivery systems.

APPENDIX B

1. Name _____
2. Social Security No. _____ 3. Age _____
4. Male _____ Female _____ Veteran _____
5. Negro _____ Mexican-American _____ Filipino _____ Caucasian _____ Other _____
6. Single _____ Married _____ Divorced _____ Separated _____ Widowed _____
7. Head of Household? Yes _____ No _____
8. Number of dependents _____ Any under 5 years? Yes _____ No _____
9. Highest grade completed _____
10. Where? So. Calif. _____ South _____ Foreign _____ West _____ Midwest _____ East _____
11. Receiving Welfare \$ _____/month
12. Receiving SUDI \$ _____/month 13. Previously received SUDI? Yes _____ No _____
14. Receiving child support \$ _____/month
15. Receiving social security \$ _____/month
16. Working now? Yes _____ No _____ Earning \$ _____/month
17. Disability? Yes _____ No _____
18. Needs ESL Training _____
19. Needs institutional training _____
20. Needs OJT _____
21. Type training previously received MDTA _____ OJT _____
22. Occupation claimed _____
23. Occupation last permanent job _____ 24. Years work experience _____
25. Months since last permanent job _____
26. Owns car? Yes _____ No _____ 27. Valid driver's license? Yes _____ No _____
28. Citizen? Yes _____ No _____
29. Has been arrested? Yes _____ No _____ 30. Now on parole? Yes _____ No _____
31. Previously convicted for misdemeanor _____ Felony _____
32. Area of residence _____ 33. Date of application _____
34. Referred to _____ from _____ (agency)

APPENDIX C

JOB READINESS OUTLINE

A. Vital Statistics:

1. name
2. social security no.
3. address
4. telephone no.

B. Job Objective(s):

1. D.O.T. _____
2. D.O.T. _____

C. Support Service Priorities:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

D. Estimated Readiness Date:

E. Comments, Suggestions, Recommendations, etc.

agency

counselor

date

employer-to-be

(RETAIN IN APPLICANTS FILE)

APPLICANT Sec. Sec No.

[illegible]

APPLICANT NAME:-

100

REFLECTS THE FOLLOWING ACTIVITY: 1.

1. JOB OPENING ACTIVE/CLOSED
2. APPLICANT ACTIVE/INACTIVE
3. APPLICANT HIRED/TERMINATED
4. SUPPLIES INCREASE/DECREASED

WEEK ENDING

101

- (e) F-value and probability for the analysis of variance test of the hypothesis that the population multiple correlation coefficient is zero
 - (f) Regression coefficients and the y intercept
 - (g) Standardized regression coefficients
 - (h) Mean, standard deviation and correlation with y for each of the x variables
- (3) For general linear hypotheses comparing two models:
- (a) Squared multiple correlation coefficient for each model
 - (b) Degrees of freedom for the significance test
 - (c) F-ratio and probability
- c. Limitations and special features:
- (1) Number of variables: $2 \leq M \leq 65$
 - (2) Number of observations: $2 \leq N \leq 99,999$
 - (3) Number of variable format cards: $1 \leq NFC \leq 3$
 - (4) Any variable may be designated the dependent variable, and sets of independent variables selected to define a given model.
 - (5) General linear hypotheses may be tested by comparing the appropriate models.
 - (6) A solution will be obtained even with linear dependencies among the independent variables that would cause other methods to fail.
 - (7) All calculations are performed in single precision so that seven digits are always retained, regardless of the location of the decimal point. Deviations from the mean, rather than raw sums and sums of squares, are used in calculating the standard deviations and correlations.
 - (8) Variable and case (observation) selection: A Variable Format is read in as a control card to allow flexibility in the appearance of data on the punched cards: Variables may be recoded or transformed and observations meeting certain criteria may be selected by means of the Subroutine INPUT. Some familiarity with Fortran is required to use this feature.

2. Card Preparation

a. Problem Card

<u>Columns</u>	<u>Name</u>	<u>Description</u>
1 - 5	N	Number of observations ($2 \leq N \leq 99,999$)
6 - 8	M	Number of variables ($2 \leq M \leq 65$)
9	NFC	Number of Variable Format Cards ($1 \leq NFC \leq 3$)
10	IOPT	Correlation matrix output option 1 = five digit correlations 2 = two digit correlations 3 = both matrices output
11 - 12	NP	Number of Dependent Variable Cards ($1 \leq NP \leq 65$)
13 - 80	STD	Problem identification

b. Variable Format Card(s)

The format of the input data must be given in a legitimate E or F format specification. The word "FORMAT" is not included, but opening and closing parentheses must be punched. There may be from 1 to 3 Variable Format Cards as specified as NFC in Column 9 of the Problem Card. For further information, see Section 3 of the Introduction to the Statistical Program Library.

c. Data Input Cards

Data should be punched so that they correspond with the format as specified on the Variable Format Card(s). All data values for a case are punched before a new case is started. A case must begin on a new card. Any modifications to this arrangement of data requires an appropriate change in Subroutine INPUT. For further information, see Sections 1 and 4 of the Introduction to the Statistical Program Library.

d. Dependent Variable Card

<u>Columns</u>	<u>Name</u>	<u>Description</u>
1 - 3	NDEP	Variable number of the dependent variable
4 - 6	NMD	Number of Model Definition Cards for this dependent variable ($1 \leq NMD \leq 65$)
7 - 9	NMC	Number of Model Comparison F-Test Cards ($0 \leq NMC \leq 65$)
10 - 12	NSC	Selecting subsets of independent variables -1 = Select larger subsets until multiple R-squared increases less than .000001 -2 = Same as -1 option but in addition uses all independent variables -3 = No subsets, use all independent variables NN : Select larger subsets up to where subset contains NN variables

NOTE: On the Dependent Variable and Model Definition Cards,
all variables are numbered from 1 to M in serial order
of input.

e. Model Definition Card

A model is defined by a set of independent variables, one card per model. Up to 13 pairs of fields may be used to specify the beginning and ending variable numbers. The dependent variable must not appear in this list. There must be at least one and may be no more than 65 models defined.

<u>Columns</u>	<u>Name</u>	<u>Description</u>
1 - 3	FROM	From this variable number,
4 - 6	TO	To this variable number
7 - 9	FROM	From this variable number,
10 - 12	TO	To this variable number--may be blank if same as FROM
13 - 15	FROM	. . . if FROM field is blank, this signals the end of list
.	.	.
73 - 75	FROM	
75 - 78	TO	

f. Model Comparison F-Test Card

General linear hypotheses may be tested by comparing models defined by Model Definition Cards. There need not be any Model Comparison Cards, but there may not be more than 65. INDB and INDS, below, must be the number of linearly independent variables in the model. Model numbers are those obtained by numbering the Model Definition Cards in serial order of input.

<u>Columns</u>	<u>Name</u>	<u>Description</u>
1 - 3	JBIG	Model number with larger number of independent variables, INDB
4 - 6	INDE	Number of independent variables in larger model
7 - 9	INDB	Model number with smaller number of independent variables, INDS
10 - 12	INDS	Number of independent variables in smaller model

3. Deck Arrangement

When Subroutine INPUT is not to be modified, the following is the necessary deck arrangement. For further information on deck set-up when a variant of the standard Subroutine INPUT is used, see Section 4 of the Introduction to the Statistical Program Library.

```
// JOB   Job Number   Name
// OPTION LINK,SYM
// ACTION NOMAP
// INCLUDE SPL22
// EXEC LNKEDT
// EXEC
// Problem Card
// Variable Format Card(s)
// Data Input Cards
// Dependent Variable Card #1
//   Model Definition Card #1
//   Model Definition Card #2
//       .
//       .
//       .
//   Model Comparison Card #1
//   Model Comparison Card #2
//       .
//       .
//       .
// Dependent Variable Card #2
//   etc.
//
//
//
```

Diagram illustrating the repetition of cards:

$\left. \begin{array}{l} \text{Model Definition Card \#1} \\ \text{Model Definition Card \#2} \\ \vdots \\ \text{Model Comparison Card \#1} \\ \text{Model Comparison Card \#2} \\ \vdots \\ \vdots \end{array} \right\}$	$\left. \begin{array}{l} \text{Repeat} \\ \text{NMD times} \end{array} \right\}$	$\left. \begin{array}{l} \text{Repeat} \\ \text{NP times} \end{array} \right\}$
$\left. \begin{array}{l} \text{Model Comparison Card \#1} \\ \text{Model Comparison Card \#2} \\ \vdots \\ \vdots \end{array} \right\}$	$\left. \begin{array}{l} \text{Repeat} \\ \text{NMC times} \end{array} \right\}$	

4. Subroutine INPUT

In most instances, the standard form of this subroutine is used to read the data for the M variables for each observation. Nothing need be done by the user in this case. If, however, the user wishes to modify his data in some way, this subroutine may be modified by the user. This requires the user to write the appropriate Fortran instructions and to compile the subroutine. Variables may be transformed, new variables generated or observations selected that meet certain criteria. For illustrations and further information, see Section 4 of the Introduction to the Statistical Program Library. The standard Subroutine INPUT is:

```
SUBROUTINE INPUT(M,D,FMT)
DIMENSION D(1), FMT(1)
READ(1,FMT) (D(I), I=1,M)
RETURN
END
```


5. Computational Procedure

- a. **MAIN:** The main program reads and edits the Problem Card, reads the variable Format Cards and then calls various subroutines. At the conclusion of a problem, another Problem Card is read until there are no more problems to process, at which point control is returned to the system.
- b. **CORRC:** The purpose of this subroutine is to cause the data to be read and to compute means, standard deviations and correlations. It is a slightly modified version of CORRE from IBM's Scientific Subroutine Package. The data may be represented as:

$$x_{ij} \quad \text{where } i \text{ represents observations, } i=1,2,\dots,N \\ j \text{ represents variables, } j=1,2,\dots,M$$

INPUT is called once for each of the N observations and reads the data for all M variables. Temporary means are computed from the first K observations, where K is equal to 50 or N , whichever is smaller, as follows:

$$T_j = \sum_{i=1}^K x_{ij}$$

As the sums are accumulated, the data are written on a scratch disk. The sums of the squares and cross-products of the deviations from the temporary means are computed by reading the K observations from the scratch disk and calling INPUT for the remaining $N-K$ observations.

$$TS_{jk} = \sum_{i=1}^N (x_{ij} - T_j)(x_{ik} - T_k)$$

$$\text{where } j = 1, 2, \dots, M \\ k = 1, 2, \dots, M$$

As the additional $N-K$ observations are read, the correct sums are accumulated so that the means may be computed as

$$\bar{X}_j = 1/N \sum_{i=1}^N x_{ij},$$

and the cross-products of the deviations are adjusted as follows:

$$S_{jk} = TS_{jk} - \frac{\sum_{i=1}^N (x_{ij} - T_j) \sum_{i=1}^N (x_{ik} - T_k)}{N}$$

Finally, the standard deviations are computed as:

$$S_j = \sqrt{\frac{S_{jj}}{N - 1}},$$

and the correlations as:

$$r_{jk} = \frac{S_{jk}}{\sqrt{S_{jj} \cdot S_{kk}}}$$

- c. OUTMSD: This subroutine is called to output the means and standard deviations.
- d. OUTR5: This subroutine is called to output the correlations in matrix form with 5 decimals if the parameter IOPT read from the Problem Card is either 1 or 3.
- e. OUTR2: If the parameter IOPT read from the Problem Card is either 2 or 3, then this subroutine is called to output the correlations in matrix form rounded to 2 decimals, without the decimal point.
- f. INDEXR: This subroutine is used by OUTR5 and OUTR2 to set up row, column and page indexing to facilitate the outputting of the square correlation matrices.
- g. SOLVE: This subroutine is called when it is desired to solve a set of simultaneous linear equations involving all M-1 independent variables. The method is described in most numerical analysis texts (e.g., see Hildebrand) and is usually called the Gauss-Seidel method. It is an iterative rather than a direct method. Consider the normal equations, letting $p = M-1$:

$$b_{11}^r + b_{21}^r + \dots = b_{p1}^r = r_{y1}$$

$$b_{12}^r + b_{22}^r + \dots + b_{p2}^r = r_{y2}$$

.

.

.

$$b_{1p}^r + b_{2p}^r + \dots + b_{pp}^r = r_{yp}$$

These equations may be written so that the i-th equation is solved for b_i , the standardized regression coefficient, as:

$$b_i = - \frac{b_{1i}^r + b_{2i}^r + \dots + b_{pi}^r - r_{yi}}{r_{ii}}$$

The procedure is to assume a set of starting values for b_i and then to calculate new values by substitution in the above equation. These values are used as new estimates and iterations are continued until some criterion is met. Initial estimates are either the b_i from previous steps in Subroutine WARD or r_{yi} in case that subroutine has never been called. Iterations cease when no single b_i changes as much as .000005. The method has a number of advantages over direct methods, such as Gauss-Jordan elimination, or matrix inversion techniques, including the bordering method used by Stepwise Regression. The amount of code required is very small. The speed of convergence is very high. Accuracy can be made arbitrarily great, limited only by the computer word size. Accuracy is enhanced in the above application because normalization is not required. Division by r_{ii} in the above equation is not actually performed, since the correlation of a variable with itself is always 1.00. In other methods, such a normalization will lead to an attempt to divide by zero if the system is singular or ill-conditioned. The lack of normalization, and the fact that the diagonal elements are always large relative to off-diagonal values in correlation matrices, makes the Gauss-Seidel remarkably insensitive to ill-conditioned matrices. This is not, in general, true of the method.

- h. WARD: This subroutine is called to select subsets of independent variables and to obtain an approximate value b_i for the standard regression coefficient b_i . The procedure is iterative and begins by assuming as starting values all $b_i^* = 0$. The first variable selected is x_j , which has the highest absolute correlation with the dependent variable, r_{yj} . The following quantities are initialized.

$$\begin{aligned} a_i &= 0 && \text{for all } i \text{ except } i=j \text{ where } a_j = 1 \\ S &= r_{yj} \\ T &= 1 \\ R_k^2 &= r_{yj}^2 \end{aligned}$$

Now for every variable, except x_j just selected, a selection index is computed

$$d_i = \frac{T r_{yi} - S a_i}{S - a_i r_{yi}}$$

While not obvious, this selection index is proportional to the one used by Stepwise Regression. Letting d_j be the largest of the d_i , then the following corrections are made.

$$S = S + d_j r_{yj}$$

$$T = T + 2 a_j d_j + d_j^2$$

$$a_i = a_i + d_j r_{ij} \quad \text{for } i = 1, 2, \dots, p$$

$$b_j^* = a_j S/T$$

and the new squared multiple correlation is

$$R_k^2 = S^2/T$$

The procedure continues iteratively in the same fashion. Each time a new variable is selected, its b_i^* is changed from zero, and the variable added is the one which makes a maximum increase in R_k^2 .

While the procedure converges to the true least-squares solution, early iterations provide only approximations to the b_i . Since these approximations are generally quite good, the variables selected will usually be the same as those selected by Stepwise Regression. The squared multiple correlation increases monotonically with each iteration. Iterations are halted when the increment to the squared multiple correlation is less than .000001, or when the user has indicated a maximum of NN variables. The method was developed by Greenberger and Ward (see references). Although not originally proposed as such, its iterative nature makes it easy to adapt to the selection of subsets of independent variables. While slightly faster, its main advantage over Stepwise Regression is its insensitivity to ill-conditioned or even singular systems.

- i. MAIN: Upon returning from Subroutine SOLVE, the squared multiple correlation for the k variables is computed as

$$R_k^2 = \sum_{i=1}^k b_i r_{yi}$$

After either calling SOLVE or WARD, the following are computed:

$$R_k = \sqrt{R_k^2} \quad \text{the multiple correlation coefficient}$$

$$R_c = \sqrt{1 - (1 - R_k^2) (N-1)/(N-k)} \quad \text{the } R_k \text{ adjusted for degrees of freedom}$$

$$b_i' = b_i s_y / s_i \quad \text{the regression coefficients}$$

$$b_0' = \bar{y} - \sum_{i=1}^k b_i' \bar{x}_i$$

$$SS_t = s_y^2 (N-1) \quad \text{the total sum of squares}$$

$$SS_r = SS_t R_k^2 \quad \text{the regression sum of squares}$$

$$SS_e = SS_t - SS_r \quad \text{the error sum of squares}$$

$$F = \frac{SS_r / k}{SS_e / (N-k-1)} \quad \text{the F-value}$$

$$s_{y.12\dots k} = \sqrt{SS_e / (N-k-1)} \quad \text{the standard error of estimate}$$

If any general linear hypotheses are to be tested, the Model Comparison card is read, and the appropriate F test computed.

$$F = \frac{R_p^2 - R_q^2}{1 - R_p^2} \quad \frac{N - p - 1}{p - q} \quad \text{where } p > q$$

General linear hypotheses are discussed by Anderson, Graybill and Kempthorne. Specific examples and extended discussion may be found in Bottenberg and Ward, Draper and Smith, Li, and Ward (see references)

- j. FPROB: This subroutine is used to calculate the probability of a given F-value for n_1 and n_2 degrees of freedom. The method is the most accurate known. It is given by Abramowitz and Stegun, and the program was taken from Clyde, Cramer and Sherin (see references).

6. References

- a. Abramowitz, M. & Stegun, I. A. (Eds.) Handbook of Mathematical Functions. Washington, D. C.: National Bureau of Standards, 1964; Page 944, formula 26.5.4, as corrected in errata sheet dated July 30, 1964.
- b. Anderson, T. W. An Introduction to Multivariate Statistical Analysis. New York: Wiley, 1958.
- c. Bottenberg, R. A. & Ward, J. H., Jr. Applied Multiple Linear Regression. PRL-TDR-63 6. Lackland AF Base, Texas, 1963.
- d. Clyde, D. J., Cramer, E. M. & Sherin, R. J. Multivariate Statistical Programs. Coral Gables, Florida: Biometric Laboratory, University of Miami, 1966.
- e. Draper, N. R. and Smith, H. Applied Regression Analysis. New York: Wiley, 1966.
- f. Graybill, F. A. An Introduction to Linear Statistical Models. New York: McGraw-Hill, 1961.
- g. Greenberger, M. H. & Ward, J. H., Jr. "An Iterative Technique for Multiple Correlation Analysis." IBM Technical Newsletter, 1956, 12, 85-97.
- h. Hildebrand, F. N. Introduction to Numerical Analysis. New York: McGraw-Hill, 1956.
- i. International Business Machines. System/360 Scientific Subroutine Package, Version III. (360A-CM-03X) Manual H20-0205-3, 1968.
- j. Kempthorne, O. The Design and Analysis of Experiments. New York: Wiley, 1952.
- k. Li, J. C. R. Statistical Inference. Vol. 2: The Multiple Regression and Its Ramifications. Ann Arbor, Mich.: Edwards Bros., 1964.
- l. Ward, J. H., Jr. "Synthesizing Regression Models--An Aid to Learning Effective Problem Analysis." The American Statistician, 1969, 23, 14-20.

APPENDIX E

NEW TRENDS IN MANPOWER SEMINAR

Presented By

SAN DIEGO MAYOR'S COMMITTEE FOR JOBS, INC. and

UNIVERSITY OF CALIFORNIA EXTENSION

Stardust Hotel

WEDNESDAY, SEPTEMBER 24, 1969

8:30 - 9:15 A.M. Registration and Coffee

9:15 - 9:30 Welcoming Remarks:

Dr. Martin Chamberlain, Director
University of California Extension

Mr. Joseph J. Fisch, Attorney,
Chairman of the Board - San Diego
Mayor's Committee for Jobs, Inc.

9:30 - 9:45 Overview and Orientation:

Honorable Frank Curran, Mayor
City of San Diego

9:45 - 10:15 Keynote Address:

The Department of Labor and the
"New Federalism" - Mr. Charles O'Dell,
Director - Office of Systems Support,
United States Department of Labor

10:30 - 11:15 Panel Session I:

"Canned" Programs vs. Programs
Developed for Local Needs

Moderator: Joseph Flores, Director
 Technical Support Staff
 Department of Labor,
 San Francisco

Panelists: Carson Amos, Supervisor
 Project FOCUS, Fresno

Clarence Jones, Director
of Manpower, Oakland

William Steinberg,
Director of Vocational
Education, San Diego
Community College

Richard White, Inter-
governmental Relations
Office of Economic
Opportunity, San Francisco

11:15 - 12:00

Presentation:

A Model Comprehensive Manpower Plan

Joe D. Casillas, Leslie R. Downs
San Diego Mayor's Committee for Jobs, Inc.

12:00 - 1:30

Luncheon Session:

The Private Sector and Manpower Programs

E. E. Binger, Department of Industrial
Relations - SOLAR, a Division of
International Harvester Corporation

1:30 - 2:30

Panel Session II:

"The Mono-lingual and Employment
Opportunities"

Moderator: Dr. Xavier Mena, Program
Specialist - San Diego
County Schools

Panelists: John T. Bareno, Mayor's
Committee on Youth Opportunity

Carlos Gonzales, Youth
Opportunity Center

Dr. Jack Michie, South-
western Community College

James A. Nicholson,
Manager - California
Employment Service Office,
San Diego

Peter Vigil, Chicano Federation
San Diego



- 2:45 - 4:00 Demonstrations:
- A Job-Man Matching System for the Disadvantaged
- Dominic Laiti - The Heliodyne Corporation,
 Arlington, Virginia
- Computer's Function in Matching People
 and Jobs
- Edward Dear and Lou Jeffers - Employment
 Systems Inc., New York, New York
- 4:00 - 5:00 General Session - Question and Discussion
 Period
- 5:00 - 6:00 'No Host Coctails

THURSDAY, SEPTEMBER 25, 1969

- 8:30 - 9:00 Coffee and Donuts
- 9:00 - 9:45 Address:
- State of California "Assembly Bill 1463"
- Mr. Niels H. Pedersen, Job Training Develop-
 ment Administrator, Southeast Area, Department
 of Human Resources Development
- 10:00 - 11:00 Panel Session III:
- "Ex-offenders and Employment Opportunities"
- Moderator: Reverend George McKinney, St.
 Stephen's Church of God in Christ
- Panelists: Eugene Bischoff, California
 Department of Rehabilitation
- Henry Collins, Mexican-American
 Advisory Committee
- Ellis McConnohie, Project JOVE
- James C. Reed, Director - County
 Honor Camps
- James Shaw, Episcopal Community
 Services
- Andrew Wade, Probation Dept.



11:00 - 12:00 Panel Session IV:

"Construction Trades and Minority Membership"

Moderator: Carroll Waymon, Director -
Citizen's Interracial Committee

Panelists: William Dees, Director - San Diego
Construction Industry, Affirmative
Action Committee

Dan Grady, Executive Vice-President
San Diego Housing, Inc.

Richard Henderson, Attorney

Paul Katz, Labor Liaison, Office
of Economic Opportunity, San
Francisco

Dionicio Morales, Director
Mexican-American Opportunities
Foundation

Perry Parks, Contracts and
Compliance Section, U.S. Post
Office Department

12:00 - 1:30 Luncheon Session:

The Public Sector and Manpower Programs

Pete Wilson, Assemblyman - 76th District

1:30 - 2:30 Workshops:

#1 - Outreach and Intake Agencies:

Domingo De La Cruz, State Service Center
Dr. Peggy Hawley, Assistant Professor
Department of Counselor Education,
San Diego State College
Don Taylor, Economic Opportunity
Commission

#2 - Support Services Organizations:

John Calderal, State Service Center
Keith Humphrey, Sheltered Workshops
Dr. Thelma Manjos, Assistant Professor
Department of Counselor Education, San
Diego State College



#3 - Employers, Personnel Officers and
Supervision

2:30 - 3:45 General Session - Question Period

3:45 Adjournment

SAN DIEGO
MAYOR'S COMMITTEE FOR JOBS, INC.
MANPOWER DEVELOPMENT OFFICE

5433 LINDA VISTA RD. • SUITE B, SAN DIEGO • CALIFORNIA 92110
PHONE 297-4386

JOSEPH J. FISCH, ATTORNEY
Chairman of the Board

JOE D. CASILLAS
Executive Director

January 7, 1970

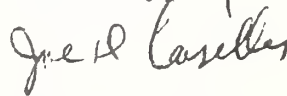
BULLETIN TO CONFERENCE ATTENDEES:

Attached are the introduction speeches presented at the New Trends in Manpower Seminar held in San Diego, September 24th and 25th, 1969. This set will be followed by other portions of the seminar and the discussions, as they are completed.

Your participation and interest in this seminar was not only gratifying, but also indicated great hope for improvement in the future Manpower programs!

On behalf of the University of California at San Diego and San Diego Mayor's Committee for Jobs, I would like to thank you for your enthusiastic support.

Sincerely,



Joe D. Casillas
Executive Director
Manpower Development

JDC:smk

WELCOMING REMARKS

DR. MARTIN CHAMBERLAIN, DIRECTOR - UNIVERSITY of CALIFORNIA EXTENSION

My interest here is to welcome you on behalf of the University of California. I bring particular greetings from Chancellor Bill McGill who is delighted that we're involved in this activity and would be happy to be here except that he's not available today.

Occasionally, the boss makes some sort of a contribution to some activity within his organization and he always feels pretty good about it. I remember talking to Bob Richards and Frank Saiz about what seemed to be a confusion of manpower activities in San Diego and I suspect that this same kind of confusion exists throughout the country. There is what appears to be a great overlapping of efforts and a lot of names that are shortened in ways that are hard to figure out. I was so concerned that I didn't understand this, that I asked them to sit down and explain it all to me. This took quite a bit of time and perhaps suggests that I'm not too familiar with some of the activities. Still, it occurred to me that if I was this confused, probably a lot of others were too. Possibly we could all get together and talk it over and see if we couldn't simplify our relationships. Out of that idea grew an effort to get together with the city, with Joe Casillas, and put on such a workshop. That original thought has gone through many transformations and we now have what I think is quite a different conference here; one that meets the needs of the community and certainly will make a contribution to the overall thinking about manpower.

This is a very appropriate activity of the University Extension and particularly the Urban Affairs Department of the University Extension. This department was created just a couple of years ago in an effort to bring the University into the community in a much more active way. The University's role is changing and we're not exactly sure what it should be. Certainly the University ought to be involved in the community, and as a result, we have this new department. We have what you might call branches, offices in Southeast San Diego, and in San Ysidro where we can be very much involved in what's going on in that area. Our efforts at manpower training have taken a new turn too. We have now a training department within the Urban Affairs Department. We're working with people trying to enable them to move into employment at the University in ways that haven't been possible before. All of this in a sense represents a new kind of activity for the University which previously has seen its role pretty much as developing students to be productive citizens in our society. We haven't before seen a role of activity in the community in the same way that we're seeing it today. Many people on campus and in the university community probably don't understand the thrust of this new movement; and, perhaps if they did, wouldn't agree to the same extent that we do. So, we're finding our way and trying out a lot of things. A conference of this sort is a typical example. Also, we're hoping to find many more ways of being helpful to the city government. I'm delighted to see that the Mayor has arrived because I was hoping that he might hear me say that the University is very much interested in cooperating with the city in a variety of ways. This is one of the first of such efforts. I think it is the fore-runner of many to come. So, we're delighted to see you all here today. We're delighted that we have a turnout of such distinguished people and we think it will be a very productive session. Thank you very much.

OVERVIEW and ORIENTATION

HONORABLE FRANK CURRAN, MAYOR - CITY of SAN DIEGO

This, I hope, will be a very productive series of meetings and I'm just sorry that I can't participate in them as much as I'd like to. Manpower has been one of my favorite subjects; not because I chose it as a topic that I would be particularly concerned with as a municipal politician, but because I learned something very strange about politics a few years back: that political truths are not necessarily founded on fact. And so it is with the mayor of this and every other city I know of who finds himself in some unique position, not because the law makes it so, and not because it's part of his responsibility as delegated to him by the citizens of the community. But rather because people think that's his job, that's his responsibility, he suddenly finds himself obligated to do things that he has never been prepared to do before. Manpower utilization, (and you'll notice that I didn't say employment), is one of these areas in which suddenly the new mayor, not here but everywhere, has found himself in a brand new position, a brand new posture, a brand new capacity that he has inherited because the citizens believe that it's his responsibility. They not only believe it, but they've convinced the federal government that it is.

I just returned from Washington last week where I had the opportunity to meet with the new Secretary of Labor, Mr. Schultz, and some of his top people. As a matter of fact, there were fifteen of us from the National League of Cities who went up to his office and had a conference with him. The 1969 Manpower Act has not yet been submitted to Congress or at least four different proposals and their modifications. It's a little difficult at this point to say what will come out; but, one thing is quite evident: the politicians in Washington have developed all four bills from past experiences, primarily from OEO, the Green amendment, and other modifications that have been made to that kind of approach to problem solving at the community level. They believe they have come up with a brand new formula and that is going to be very simple: Give it to the Mayor, dump it in his lap. And that seems to be the attitude; not only the attitude, but that's going to be the approach in all the bills that are going to be presented to Congress this year on manpower.

We've heard a lot of discussion about prime contractors. We've heard a lot of discussion about all other kinds of approaches to community solving of one of the major problems of every community, and that's manpower utilization. And every time they get down to the fine points of it, it seems as though they have long since discovered that if they really want to make the program work at a local level they're going to have to have a local sensor, not 'cen', but 'sen'. Someone who can feel and understand and know what the community needs are. Whether that person, in this or any other city, happens to be the Mayor, as an individual, I think is incidental. The fact is that there must be, as close to the grass roots as possible, a kind of feeling for the needs, the requirements and the ability to solve local problems. With the advent of all of the civil right legislation, (primarily that originated some six or seven years ago up to the present time), there has been a growing emphasis on the necessity to solve human problems at the local level. And again I go back to my initial statement and say, for instance, in the City of San Diego or in the State of California for that matter, the city charter of San Diego or this state's laws do not envision that as a responsibility of municipal government.

There are a lot of other agencies that are empowered to do this kind of problem solving, but the people don't believe it and so the laws are being changed rapidly by the people's opinion; and, this is where we find ourselves at the present time. One of the things that I'm sure is going to happen, regardless of which of the four bills or the modification of the four bills comes out of the Federal legislature, (and administered by the Department of Labor), is that the Mayor and the local communities are going to be responsible for the execution of the program, whatever it may be. This sounds great; new responsibility, a new set of authorities if you please; but, I don't know whether any of you have ever turned the coin over and looked at the other side. There's always a tail to every head, and that is a brand new set of responsibilities that you may or may not be able to meet. And, so, we're going to have to muster in every community, as I understand it and see it, every possible known way to help solve these problems. They're not going to be solved by money alone. They're not going to be solved by the theory alone, by the academician, by the technician. They're going to be solved by people, by a combination of all of our talents and our interests. The thing that's going to make it really interesting is that many mayors, including the five that have already quit this year, are going to be leaving their offices because of the impact these kinds of things are going to have on people. Mayors are going to find themselves in the position of not being able to supply the answers to all of these questions. Some of them are going to have to get up and go and I may be one of those, I don't know. I'll tell you in a couple of weeks or a couple of months, but the problem is going to be immense. One of the idiosyncrasies of recent months is the announcement by the President of the United States that there is going to be a 75 percent cutback in the construction of all facilities for the federal government and requesting that the same cutbacks be endorsed by the governors of the various states and by the municipalities. That's great, except that on page 3 of that same bulletin, in our case, was a request that we go out and recruit an additional 1,000 hardcore unemployed and train them in the building trades. Now, I don't know who put those two sheets of paper together, but I think you can see where the Mayor is.

Take another example of one of the problems that I think we're facing in manpower utilization. We have just been apprised that there will be something like 56,000 immediate cutbacks in the military and these people will be returning to civilian life. On the surface that seems desirable; certainly we don't want to continue to consume manpower in a war effort that at least is unpopular. But, by the same token, what does it do to the efforts that we have been expending in the last three, four, or five years in relation to the development of manpower opportunities for those that have been less than fortunate in previous experiences in manpower utilization. You notice I continually stay clear of the word "employment" because I think that manpower utilization includes employment, of course, which is a top and prime factor. But, there are other areas of manpower utilization that are just as important, I think, even though they may not be compensated in terms of wages.

Here we find another idiosyncrasy that we're going to have to face up to in the next few months: the replacement of these 56,000 immediate discharges from the military back into the labor market. We're assuming that all of them are going to find jobs. We're assuming that all of these people are going to be returned to a civilian capacity in which their total manpower utilization can be appreciated. Alright, let's assume that's correct. If we're going to have cutbacks in all the other



areas of construction and production: Where are these jobs coming from? Who's going to create them? How are they going to be created? Who's going to fund them? And if 56,000 additional jobs are not to be created in the next couple of months, how are they going to get these people back to work? Believe me, a good percentage of them are going back to work, particularly those who can claim veteran's preferences in civil service jobs and other kinds of classifications where veteran's preferences will be applied. So it will be obvious to me that they will immediately start bumping people who are presently employed. I'm sure that they're not going to bump the technicians, the academicians, people who have spent years accumulating experience, know-how on the job. But, how about the fellow who just came out of the hardcore pool? How about the fellow who has just recently been put into the competitive labor market? What's his position? I think it's obvious what's going to happen, at least in my opinion. We're going to have some real problems because the people who are going to be affected, I think the most severely, are those we've been trying to help the most recently. And they're the ones who are then going to have a legitimate excuse to stand up and say, "Look, you promised us something; now you take it away". But the economics of life and the economics of our political situation, I think, are going to make it obvious that the productive end of our society and of our community are going to demand the productive person over the less productive person or the unproductive person. We've got a brand new set of social problems. So manpower utilization, whether it be in the field of direct employment, whether it be in the utilization of these people in some capacity that is commensurate with their abilities and commensurate with their status in the community, socially, politically, and otherwise, are going to have to be of major concern. They are going to have to be of concern to all of us. Those directly involved in labor: by that I mean in the utilization of men for wages, or whether they're going to have to be resolved in some kind of social programming, some other field of manpower utilization, we're going to have to find new answers. From what I've said, you can probably see that I have a few gray hairs from the last six or seven years. By the end of this year I expect to have a few more, because I don't know what these answers are and I don't think that this group, either individually or collectively, knows what these answers are. But, I do know one thing: that this group, this city, and this country had better sit down and begin to figure better and more productive ways of total manpower utilization that is commensurate with their ability to perform or we've got some real serious problems. We've had problems, but they're going to be compounded by the fact that we can't slow down our economy, discharge people from the military and continue to expect having enough jobs for people to fill them in terms of direct employment. We'd better find some other answers. We'd better find answers, not others. We'd better develop answers to some of the things we know now and develop some new answers as well. This is the challenge I think that we have to look at. This is a great theory from an academy of learning, whether you have a great skill from the trade union, whether you have a great desire for social reform as a social worker, whatever your personal interest might be, you had better lend all of your talent to help the poor Mayor solve his problems. Because it is dumped in his lap, not just here, but in every city in the country. That's going to be the new focal point of attention because people have made it so. We have a brand new job: Mayor - Anyone like to apply? I think there are a lot of positions open. That's one way we might be able to increase manpower utilization.

Thank you very much for the privilege of being with you.

KEYNOTE ADDRESS

MR. CHARLES O'DELL, DIRECTOR - OFFICE of SYSTEMS SUPPORT, U.S. DOL

Dr. Chamberlain and friends, the Mayor kind of dropped a couple of bombs here and then disappeared. While he was putting me in that enviable position of the substitute for the luminary and the man with the long list of irrelevant credentials, I thought of an article I read in the Washington Daily News. They run a weekly column on the worst story of the week that's been submitted in competition and the one that I thought of was about two flounders. The British call flounders 'plaice'. This fisherman picked up two plaice off the Straits of Dover, a girl plaice and a boy plaice, and sold them - one to a restaurant (a fish and chips place), and the other to a fish monger. And the most notorious Madam in town, who loved plaice, came in and ate the boy plaice for dinner. On her way home she bought the girl plaice at the fish monger and had it for lunch the next day. When the girl plaice got down into her stomach the boy plaice said, 'What is a nice plaice like you doing in a girl like this'?

I dearly love San Diego and I apologize for having to run in and out. I didn't get here until 9:00 last night and I have to leave at 12:15 today, but after what you've done to me in terms of those conundrums you threw out about expanding minority employment opportunities in construction while we give a 75% cutback to federal projects and the other one leaves me in kind of a difficult position. I'm not going to try really to respond directly to those challenges because I don't understand them myself, except that when I ask the question, and this specifically relates to Secretary Fletcher's role in the so-called Philadelphia Plan, and the sort of intervention to get the construction industry to open up opportunities for minority candidates for apprenticeship, the answer given was that this is directed towards new construction and it doesn't affect any construction in which the states or localities make a contribution supporting the program. Now, what that means in terms of the actual cutbacks and what they hit is a little difficult for me to understand. If Mr. Fletcher were here he would have started his presentation by saying something like this. I think it's an important concept to throw into this discussion at the very beginning and that is that, by and large, our approach to the achievement of equality of opportunity in the American society for Blacks and Spanish speaking people, Indians, and other so-called minorities, up to this point has really been directed at kind of social change, through legal mechanisms and devices directed at improving equality of educational opportunities, voting rights, housing rights, etc. And his preoccupation with the so-called Philadelphia Plan is really his way of doing his thing which is essentially to say that the issue is economic - fundamentally economic. People who can afford good housing can take advantage of equal opportunity in housing, and people who can afford good education can take advantage of equal opportunity in education. And people who can afford to live in the right neighborhoods and to associate with the right groups can have their impact on the right places in the political and voting structure of the society. So, let's stop kidding ourselves that by the long and kind of agonizing process of achieving social reform, we're going to really attack the fundamental problem of equality of opportunity. We have to get down in a very practical and a very pragmatic and a very forthright way to establishing goals and priorities in the economic fields if we intend to achieve equality of opportunity for Blacks, for Spanish speaking people, and for others in the society. And Mr. Fletcher really sees the Philadelphia Plan and its extension into other fields of economic activity as something rather like our decision of ten years ago, and he makes the point

that probably we did it because we anticipated a surplus of scientists, technicians, and engineers: we decided we'd be on the moon in ten years and we allocated the resources to get there and we did it! And he's saying if we want to get people into a posture of competitive equality in the American society, we ought to set the same kinds of goals in employment, in economics, and in job opportunities and put the money and the resources behind the goals and get there. This is essentially what Secretary Fletcher brings to the Department of Labor and the Nation and I think it's kind of a refreshing and forthright way of putting the problem out on the table in a form that people can really understand on both sides of the question.

Now I was asked to talk briefly about the "new federalism", that's another one of those kinds of euphemisms. I think the one before that was "creative federalism" and before that it was "creative federal-state relations". What it really all adds up to I think is a growing recognition in Washington that the problems we face, the really cutting edge problems we face in the society on the domestic front, are not going to be resolved by monolithic centralized government. They're going to be solved by effective sensitive, responsive local planning organization and program development which is responsive to the needs of the people at the grass roots, rather than to the needs of the bureaucracy in Washington. I feel that this is a kind of long overdue redirection of emphasis and thinking and effort and really what the new manpower bill, for example, (which incidentally has been introduced and is now being considered and probably we'll have hearings on it in both the Senate and the House before this particular session of Congress recesses or adjourns), is to establish that as a basic principal. It pulls together, in one place in the Department of Labor, the basic responsibility for the planning and goal setting in the administration of approximately 2½ to 3 billion dollars in federally funded manpower programs. It says in effect to the governors of the states and to the mayors of the major cities, 'You, working together, will determine how that money can best be spent to meet the needs of the people who need help the most in your communities and states. Our role at the federal level is simply to see to it that you establish the kinds of mechanisms and machinery and systems which facilitate the delivery of the services and the benefits of this money, as directly as possible, into the hands of the people who need help the most.'

Mayor Curran is right that this will inevitably throw increasingly more direct and pinpointed responsibility onto the mayors of the major cities of this country. He's also right in saying that most mayors and most cities have not had this kind of central role, and this kind of central responsibility in the past. It has been assumed over a long period of time that this could be done by essentially federal-state grant in aid programs in which the local managers, the people working in the community, were responsive to a state and federal bureaucracy and not to a vocal and articulate and identifiable local constituency. This whole concept attempts to open up the existing systems of federal-state programs and grants in aids to make them more responsive and more related and more sensitive to what's going on in the communities and among the people who need their help the most. Now, it's easy to project that kind of an operation but it's another thing to make it work. And I think that this conference is timely in that it kind of anticipates, in a particular community and a particular setting, the kinds of thinking that will need to go on in developing a responsive and responsible local machinery for the implementation for the new kinds of manpower programs. I should say to you that, in my judgment, we don't need federal legislation at this time to do essentially what we're doing. And

MR. CHARLES O'DELL (continued)

this is by way of encouragement to say, in effect, by administrative and executive order and by interpretation of existing law and regulation, we can move as far and as fast in this direction as the communities that need this kind of help and support are ready to move in posturing themselves to take advantage of the shift of direction in federal programming.

Perhaps I can be most helpful and most constructive in relating myself and the Department of Labor's manpower programs, to your conference, and what is going on in San Diego by really trying to indicate to you how, within our existing programs, and resources and requirements, we are moving in this direction. I was here in May at a Mayor's Conference on Manpower and I had the opportunity of hearing Joe talk about the Mayor's Committee and the work that it had already done in developing a conceptual design and a fact-finding base on which to project new manpower programs and concepts for the city of San Diego. I think that you are way ahead of most communities and I congratulate you on having done this; not by leaning on the Department of Labor, but by leaning on a grant from the Department of Commerce. That, in itself, is "creative federalism" in a practical sense. But the point is that out of this study, out of this fact-finding thrust, has emerged the central problem that typifies manpower programs and problems in every major community in the country. We have a proliferation of agencies all doing their thing and doing it well, or reasonably well, but doing it essentially in little kind of categorical compartments which are not too well or effectively related to one another. We have a considerable amount of, what might be called by the political scientists or the public administrators, duplication of effort, wasteful competition, etc. I don't consider that all bad; I think much of it was necessary in the evolution of a new approach to manpower in order to demonstrate that certain things could be done that the conventional wisdom has said weren't worth doing or could not be done.

I'm talking now about the whole business of really tackling what we have euphemistically and rather self satisfiedly called structural unemployment, the people we have come to accept as being unemployable, simply because in our economic growth over the years we've always had that so-called pocket of hard-core people and welfare recipients for whom there was no place in the competitive economy anyway. The easy way to rationalize their misfortune was to call them unemployable instead of looking at them as individuals and trying to see how something could be done to make them competitively employable. And the coincidence, which really isn't a coincidence is that most of those people in our major cities turned out to be Blacks or Spanish-speaking people or poor whites from Appalachia with a low level of education or from the deep South. Really the people left behind by a combination of deliberate discrimination and sort of smug self-reassuring social policy which says, 'Well, you really can't do anything for those people anyway, so why waste the money?' Now suddenly we have begun to demonstrate in what has been called wasteful and duplicative and overlapping activity, that a helluva lot of things can be done if we really put our minds to reaching out and structuring and facilitating and supporting the effort to do something. I would not write off or disparage these efforts which have been made by community action agencies and by so called indigenous groups and neighborhood groups, etc. I think they are the real pioneers in the manpower field. If we don't figure out some way of bringing them meaningfully and effectively into the systems we're trying to structure and design, we will have lost what I think has been the most significant contribution in leavening the loaf of thinking about manpower and manpower programs in this country in the last five or six years.

Now, in our own thinking, in our own encrusted feudalistic bureaucracy, we have been trying to figure out how to open up the structured federal-state systems to make them responsive and responsible to the people. Your efforts through the Mayor's Committee and the Commerce grant, by a strange coincidence, or maybe the inevitability of truth and wisdom, are running down parallel tracks to a point where they are really about to meet; and, we're about to move on, I think, to higher ground in a meaningful Federal/State partnership in the manpower field in San Diego. The thing that gives me the confidence to say that, is now we have had experience with programs like the Job Bank and computerized backing which really for the first time have tackled the most difficult problem in the running of the programs of complex urban manpower cities. The central problem has been the gathering and dissemination of information about jobs and training opportunities to the widest possible access structures in the community.

The Job Bank was created out of necessity and one of the *quid pro quos* on which it operates is that every agency that has clients it thinks are competitively employable, or ought to be given the opportunity for training or a job, have equal access to the Job Bank information. Beyond that, it has permitted us to move our troops out into the neighborhoods where the people are, and to make visible commitment to the fact that there are jobs and training opportunities. They're right here in front of you on paper, and you have the same opportunity to access those opportunities as anyone else whether you go downtown or you come in here. The placement of so called disadvantaged or hardcore people, and those terms bother me, but they're in the Bureau of the Budget and legislative mandates under which we operate, has increased 250% in the last year; from about one of five of the total placements made by the employment service in Baltimore. Over two thirds of those placements are being made with no reference to the standard occupational dictionary classifications and codes, because the people doing the placement and the people whom they're helping dare to say, 'Well, the code number means one thing but the job, the way it's described here and its requirements are spelled out, looks like something we ought to be given a shot at, so why don't you give us a chance?' And with a simple central control, by hotline telephone, over who is being referred, it is possible to run this system. There has been no tremendous increase in cost. There has been no monumental investment in hardware. We have been able to do this with existing computer capability and a very nominal increase in a night shift of key punch operators really to maintain the system on a 24 hour availability.

That to me is sort of the light at the end of a tunnel and I don't want to over-sell it or over-state it or over-promote its potentials. I am simply saying that we are using it, it is working, it has demonstrated its utility, and, most important, its relevance to the hardcore unemployment problem in the community. A lot of people will say, 'How long did the people stay on the job?', 'What is the quality of the job?', 'How much did they pay?'. And I have to respond by saying, 'We're looking in depth at that, but I can tell you that most of the jobs are well above the minimum wage and most of the people are staying on the jobs because they are competitive jobs in their minds in the society and not just the deadend service type jobs that were traditionally dumped for the hardcore, irrespective of their potential or their interest or their aspirations, or indeed, their qualifications.'

Another piece of the action here, which really stems from the Job Bank, is the total redesign and restructuring of the basic systems under which we have operated in the past. What we're saying on an experimental basis

MR. CHARLES O'DELL (continued)

in ten American cities, and I hope San Diego will be one of them, is that we would like to come out and help in the restructuring of the basic manpower delivery systems in the community with the Job Bank as the central core, but with the concept that everybody who comes in doesn't need the same kind of help. Let me say that our basic design is essentially a three level of service system which reverses the old priorities of the federal-state employment service, where the premium was put on the ready movement of the job-ready into the best jobs. The job-ready, if you will, will access an information system, including the Job Bank, just as professionals at a convention access a placement system which lists job orders and employer interests and they will negotiate their own deal. If they access the Job Bank all they have to do is tell us and a control is established, simply to avoid over-referral to a particular employer. The next level of service is directed to the people who have qualifications, but whose essential problem is one of getting and holding a job. They are competitive but they have hang-ups about where to look, how to look, and how to present themselves to an employer. They need traditional job development and placement services, maybe a little counseling. But essentially, that's the old employment service. The third level of service is what we call intensive employability development which is structured on a rehabilitative team concept. A counsellor, a job developer, a training specialist, a coach, and a neighborhood aide work together on a controlled case load, in depth, until an effective employability development plan, and the follow-up action necessary to consummate it is fulfilled. We are saying, in effect, in this model, and obviously it has a lot of potential for modification or redesign to accomodate local situations, that the bulk of our resources and money and staff should go to that third level of service; that priority should be given to the people left behind. The job-ready really should be turned loose to fend for themselves with access to an information system which is available to anybody in the community.

I'm very hopeful about the way things are moving in our thinking about our program. Again, I come back to the central point, that the really creative, innovative aspects of what we're talking about in these redesigns have come from the field, have come from the local offices and from the communities in our system and not from Washington. We have four man-job matching systems on line in different states and communities at the present time which ultimately, we hope, will permit the complete de-centralization of our operation through tele-communications terminal outlets in neighborhoods. That way every applicant can be matched against all the available job openings, not only in his community but in the state and in the nation, if that is necessary and desirable. We have what we think is a firm commitment and mandate from the Nixon Administration to implement that system fully in five years. I see great hope and potential from our end of the line. I see great hope and potential from your end of the line here in San Diego. I hope we can find a way of wedding our optimism and overcoming our frustrations about some of the inconsistencies in the signals we get, and move to higher ground in achieving an effective demonstration in this community of what can be done to really help people with manpower problems.

Thank you very much.



APPENDIX F
JOB DEVELOPMENT PROJECT

CONTACT REPORT

JOB DEVELOPMENT SURVEY

The following report presents the results of a survey and employer recruitment campaign conducted jointly by staff members of Manpower Development Office of the San Diego Mayor's Committee for Jobs, Inc. and the E.C.S. Adult Rehabilitation Facility.

The purpose of the survey is to identify and contact business and industrial firms in the Center City area of San Diego, to determine their personnel needs and hiring policies, and to recruit potential customer job offers for the Mayor's Committee Job Bank.

It is intended that this should be a continuing effort according to a planned schedule of initial and follow-up employer contacts, and that the information gathered concerning potential sources of employment be made available to cooperating agencies such as H.R.D., the J.C.V.E. Project, the Seventh Step Foundation, and others concerned with job development and placement of the hard-core unemployed, the semi-skilled, unskilled, and the ex-offender population.

SAMPLE REPORTS

1. Employer A

This is a long-established firm of plumbing contractors in San Diego with a reputation for active participation in community improvement programs and a position of leadership in the business community. The firm engages in general plumbing repairs and installations. The hiring policy is liberal and emphasizes ability to perform on the job. During the initial interview it was disclosed that a job opening existed. One position was committed.

2. Employer B

This is a medium to large sized wholesale distributor of metal products to contractors and industrial firms. It employs an estimated 100-200 employees in office, warehouse and sales occupations. The hiring policy is restrictive however, and apparently not open to new or more effective methods under present management. No position developed.

3. Employer C

It was indicated that use of the Job Bank or the Work Project would be contingent upon agreement with the Teamsters Union #542 as far as warehouse work is concerned. An interview with the Business

Agent for Local 542 revealed that a labor pool of about 10 union members are shared by the produce dealers in that area.

No opening was developed.

4. Employer D

Was informed at the reception desk that they were interested only in skilled labor, and that the union supplied the personnel when needed. Not feasible for the Work Project or the Mayor's Job Bank.

FINAL ANALYSIS OF EMPLOYER CONTACTS

During the period covered by this report, approximately eighteen (18) employers were contacted in addition to those noted above. These have not been included in the body of the report because of their expressed disinterest in, or unfeasibility for participation in the Manpower Development Project. These unreported employers included some who claimed to have specialized personnel requirements which could not be satisfactorily met by the Job Bank matching system. Others were unresponsive on the grounds that they had such a low rate of labor turn-over that applicants were already in excess of their requirements. Some firms claimed that contracts with labor unions prevented their consideration of any applicants except



those referred to them by the union. There were also a few employers who were flatly negative in their response to the offer of Job Bank services because of unsatisfactory experience and subsequent disillusionment with previous job development projects by other agencies.

It is difficult to assess the validity of the various reasons given by these employers for non-participation in comparison with the significance of such factors as the seasonal lag in business activity, coupled with the more lasting effects of cutbacks in employment by federal and state agencies which are contributing to the growth of an already swollen labor surplus in San Diego. Reduced government support for defense-related industries is also spurring the growth of a labor surplus which may help to explain why some of the firms contacted expressed disinterest in having access to an additional source of applicants for the few jobs which they have to fill.

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